# PUBLIC RELATIONS JOURNAL

OF THE PUBLIC RELATIONS SOCIETY OF AMERICA



DECEMBER 1950
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WHAT EDUCATION SHOULD [illegible]

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**COVER PHOTO**

**Chief Scout Executive Arthur A. Schuck escorted General Dwight Eisenhower on a tour of the encampment of 47,000 Boy Scouts at Valley Forge, Pa., July 4th. A report by the Jamboree's PR staff appears this month in *How We Did It* on Page 16 relating problems and possibilities in staging an event which became one of the greatest organized youth meetings ever held.**

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**PUBLIC RELATIONS JOURNAL**

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## NOTED IN BRIEF . . .

• Rex Harlow tells readers this month what some of the studies of the PRSA Education and Research Committee turned up in the way of information on what was being done about public relations training in today's schools and colleges.

• Human nature and the study of its tensions and controls holds the key to more resultful public relations in the scholarly opinion of Dr. Daniel D. Gage. His thoughtful piece holds much food for thought in program planning and measurement.

• How do you get people to listen? Psychological Corporation has made a six-year study on the techniques of communicating ideas. Dr. Henry C. Link gives some of the conclusions to these investigations.

• How much should we contribute? Here are some answers to the old but ever new question that confronts those concerned with financial gifts to support worthy objectives. "Problems and practices of corporate giving" has some important things to say about policies for giving.


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**VOL. VI, NO. 11** **DECEMBER 1, 1950**


## ARTICLES



## NEWS SECTION



## REGULAR FEATURES

## Psychology and You

WHETHER YOU THINK YOU KNOW all about human psychology or not, we think you'll be particularly interested in Dr. Gage's article in this issue, "Human Personality and Public Relations." While Dr. Gage doesn't tell us too much about how understanding of personality can be used in public relations practice—still this is something that every good public relations man is figuring out for himself all the while. And generally his success in public relations is a function of his success in personal relations; success that depends in large measure on acquired or intuitive understanding of what makes us tick. Oddly enough, though this kind of understanding is a major key to public relations success, surprisingly few public relations people seem to be academically-trained psychologists.

## Public Relations and Newspapermen

NIEMAN REPORTS is a publication that presumably furnishes reading matter for the best of newspaper people. Its editors and writers ought to have more than the usual newspaperman's savvy of the subjects on which they express themselves. So it's pretty disappointing to pick up a piece on public relations in such a publication, only to find that it carries the same old outdated misconceptions, the same lack of comprehension we have been suffering for lo these many patient years.

*Nieman Reports* for October 1950 carries an article on "A Newspaperman's Impressions of P.R. Men" by Will Lindley, who is business editor of *The Salt Lake Tribune*. Mr. Lindley's impressions of public relations men are not good. He assumes, with so many of his colleagues, that public relations is just a nice-nelly, somewhat hypocritical synonym for press agentry. And even as press agents, Mr. Lindley thinks we are not so hot.

"Many reporters look down on public relations," writes the business editor of *The Salt Lake Tribune*. "A newsman often cannot take a job in PR and retain the same degree of respect among his friends of the city room, though he still will be greeted smilingly at the bank. Thus many a good reporter who takes pride in his work and the newspaper business will not venture into public relations. This leaves the field open, at least as far as some of the less remunerative positions are concerned, to men of average or indifferent ability as press contacts."

The reader at this point may be tempted to snarl, "But are 'press contacts' public relations, Mr. Lindley? And aren't you being just a bit pretentious in thinking that good men come only from newspapers, Mr. Lindley?" And the like.

But alas, it does no good to get sore at Mr. Lindley. He bears us no malice; moreover, he does us a good turn. For he makes it painfully clear that newspapermen still today have little or no understanding of the public relations profession; still mistake the tail for the elephant, even in the cool and intellectual reaches of stratospheric Niemanland.

Clearly a better program for relations with newspapermen is needed, and the first step is up to us.

Can we make a fresh start by cleansing our vocabulary? About the only "public relations man" the average newspaperman sees in the course of his work is a publicity man. Of course he concludes that publicity is what public relations is. How about carefully calling things by their right names hereafter? Calling publicity "publicity," advertising "advertising" and, yes, lobbying "lobbying"? The newspapers might cooperate by calling their space salesmen "space salesmen."

There isn't anything wrong with any of these activities as such. They stand firmly on their own feet. When well done, they are man's work. But by themselves they are not public relations, any more than the wheel is the locomotive. Sometimes there are public relations' appurtenances and tools, but so long as we persist in using the name of the whole to designate some of the parts, we cannot be too surprised if others misjudge us and are confused.

## PRSA Membership Dues

CORRESPONDENCE FROM NEW MEMBERS and prospective members indicates that there is some confusion regarding how the 12-month dues period applies if one wishes to join the Public Relations Society of America at some point during the year, rather than as of a year-end period.

Every new member's dues cover a full year's services for a 12-month period, dating forward from the month of election. (Example: Jones is elected in July. His dues are billed July 1950 through June 1951. On January 1, 1951, he is billed for July 1951-December 1951 dues. On January 1, 1952 his dues bill is for the full 12 months of 1952 —and thereafter the regular fiscal-calendar year billing follows.)

# What education should a public relations man have?

*PRSA's Education and Research Committee studies the problem of education in public relations*

**By Rex F. Harlow**

Chairman, PRSA Education and Research Committee

THE PROBLEM OF EDUCATION in public relations is growing steadily larger and more pressing. Our colleges and universities are being overrun with young people whose imagination has been fired by what they conceive to be the bright future of public relations as a field of professional activity. What to do with these students, how to guide their enthusiasm and energy along productive channels, whether to discourage their optimistic belief in the future of public relations—these are some of the perplexing elements in the education problem. They confront higher education institutions and members of the public relations profession alike.

For the past year the Education and Research Committee of the Public Relations Society of America has been studying the problem of education in public relations. Its study has embraced three major phases; a) Responsibility of colleges for screening students; b) Specific skills and abilities to be looked for and developed in students; c) Preparation desired for students.

Opportunities for employment in the public relations field are limited. It is the general management policy today to convert experienced employees into public relations workers rather than go outside for trained public relations personnel not familiar with the business. Professional requirements for entering upon public relations work are difficult to meet, and many managements still appear dubious about both the place and function of public relations.

### Careful screening of students necessary

This points to the need for a careful and effective process of screening students. Each college and university should work out such a system and apply it rigorously to students who apply for admission to public relations courses.

The abilities to be sought in the student entering upon public relations study are many. As seen by Pendleton Dudley, public relations counselor, they include "a fundamental desire to learn, the gift of human sympathy and understanding, a rare mixture of integrity and courage, and a warm and genial personality which invites confidence while expressing conviction; a prolific producer of new ideas, able to think and act in emergencies and agile in meeting shifting forces; an analytical mind which will know where and how to find facts."

In addition, as Banks L. Miller, Jr., painfully learned in seeking a position after graduating from college with a public relations degree, the student needs to possess the ability to write, to express himself easily and well.

And, above all, there must be present the capacity for judgment. This calls for deep understanding of human processes, the relation of people to one another, the structure and meaning of society itself.

The problem of discovering and cultivating these abilities in students is tremendous. But it is a problem that colleges and universities must effectively meet if they fulfill their responsibilities to the field of public relations.

**Rex F. Harlow is chairman of the Education and Research Committee of the Public Relations Society of America. One of the five projects undertaken by his committee for the Society this year was a survey study of the educational standards and training procedures extant in America which relate to preparation for public relations practise as a vocation. The Committee's report of its findings, made to the Board of Directors at its Fall meeting at St. Louis, October 20, presented some striking data on the state of today's formal education for public relations and the JOURNAL'S editors asked Dr. Harlow to draw some conclusions for presentation to our readers.**

### Study included many sources

In addition to the personal opinions and judgments of members of the Education and Research Committee, several interesting sources were drawn upon for guidance during the year of its study. One source is *A Guide to an Academic Education for a Business Public Relations Career,* by Herman W. Ahrens, graduate student of the University of Oregon. This is a study of the views of 223 heads of business schools in universities, leading public relations counselors and directors, and heads of business organizations throughout the nation. Another is a survey among business and educational leaders, by the Society for the Advancement of Management Committee on Relations with Colleges and Universities on Management Education. A third is a study in public relations education by Harold K. Schellenger, Alfred McClung Lee, Edward B. Lyman, and G. Kerry Smith. And a fourth is a memorandum by Mrs. Anne J. Troskoff, Director of Research, Richard B. Hall & Associates, outlining some impressions on the problem of education for public relations derived from an analysis of the situations of hundreds of job-seekers.

### Opinions differ on PR preparation

What preparation is required to make competent public relations workers is a problem literally smothered in differences of opinion, conflicting experiences, and sharp divergence of interests. People who employ public relations personnel disagree with college and university administrators and teachers. Public relations workers and their employers approach the matter from different viewpoints and with different convictions. Students themselves fail to share common views. There is no unity among employers regarding the function of public relations or the desired qualifications of workers in the field. The age-old division of thought between advocates of liberal arts and specialized education adds to the confusion.

Among these conflicting viewpoints, three appear dominant. One is that there

are far too many students taking courses of public relations in higher institutions; so many of them are being turned out with the idea that they are finished public relations products that the field is overrun, quality is lowered, and the public relations profession is condemned. The second view is that students who clamor for public relations instruction should not be denied the opportunity to receive training in the field. They should be taken in, given the best instruction of which college and university faculties are capable, and thereby directed along sound and useful lines instead of turned loose without guidance or training. The third view holds that public relations is a profession and therefore instruction in it should be confined largely to the graduate level. A general introductory or orientation course should be available to all students in all higher institutions, but specialization should be left until graduate study is undertaken.

Probably the answer to the problem lies somewhere among these views, embracing all of them.

### Conclusions were indefinite

In his study, Ahrens found that no definite conclusion could be drawn regarding whether the person entering business public relations should have an education on the baccalaureate or the graduate level. And the same was true regarding public relations offerings as an individual course or as a concentrated field of study. Replies were about evenly divided. In the Schellenger-Lee-Lyman-Smith study two-thirds of the respondents definitely favored liberal arts courses, with public relations as a major receiving only five votes. On the other hand, public relations as a subject for graduate study was favored.

The view of the person who advocates teaching public relations on both the undergraduate and graduate levels and offering degrees on both levels is presented by Virgil L. Rankin, Director of the Division of Public Relations, Boston University School of Public Relations and Communications.

Says he: "I think our pioneering work here at Boston University is significant. We have proved beyond question the value of drawing together into one school the former departments having to do with communications, and integrating them into a public relations whole. The curriculum in our own division is solidly founded on social science courses, and supplemented by courses which interpret and teach the application of these social sciences to the practice of public relations. The use of communication media—that is, the techniques—are taught in the divisions of radio and television, journalism, motion pictures, and visual aids. Our graduates know the principles, ideals, theory, and practice of public relations."

### Graduate training stressed

A member of the Education and Research Committee, Harold F. Strong, Director of University Development, Pacific University, makes a strong case for graduate training. "At the undergraduate level," he says, "I seriously doubt whether it is normally advisable for colleges to undertake more than an introductory course in the basic nature, objectives, and techniques of public relations. If we are ever going to get anything like real professional standing for public relations, it seems to me obvious that education for it should be at the graduate level, and I believe the most important point to stress is that admission to a graduate school of public relations should include careful screening, taking into account the personal character as well as the aptitudes of the prospective students."

Three facts are pointed out in the study of the Society for the Advancement of Management: "First, it is evident that neither businessmen nor college professors expect a high degree of specialization in business subjects in an undergraduate college course of four years. In other words, neither type of respondent favors the colleges becoming vocational schools.

"Second, a fairly high percentage of both groups of respondents favors leaving specialization at a professional level to the graduate schools. Both these show a healthy attitude toward the colleges as a place for education for living as well as education for making a living.

"Third, formal education in institutions of higher learning is one area which has been sadly neglected by those businessmen who are taking many other steps to strengthen and perpetuate our economic system. Yet is seems doubtful if any step could be as important—in terms of the long-range future—as the education of the business leaders of tomorrow."

### Curricula content poses problems

What should be the content of public relations curricula is a knotty problem. Some of the major elements in a sound public relations course include an introduction to and a working knowledge of public opinion—how to appraise, measure, influence, and use it for honest public relations purposes; a careful study and mastery of communications agencies, including the press, the radio, the film, the printed word in its manifold forms, the spoken word, etc.; the mastery of tested and proved methods and tools in public relations; development of an understanding of the place and function of certain of the social sciences which have a bearing upon the thoughts and actions of human beings.

### Several subject lists were developed

The preference as to major subjects in the undergraduate curriculum as given in the Schellenger-Lee-Lyman-Smith study was for English, journalism, psychology, social sciences and social studies, history, education, economics, public speaking, political science and sociology. Other courses thought to be desirable include advertising and selling, business administration, radio, sciences, art, philosophy, languages, photography, and mathematics. For graduate studies "public relations," journalism, education, psychology, and English were given first preference.

The subjects list developed by the Ahrens study includes the following ten courses, in this order: Public relations, journalism, public speaking, publicity and propaganda, labor relations, public opinion, economics of business, advertising, communications media, and salesmanship.

The Society for the Advancement of Management-study rates subjects in the following order: English composition, literature and public speaking, economics, general accounting, types of industrial and business organization, relation of government to industry and business, labor relations and labor laws; commercial and industrial laws, government corporation finance, cost accounting; production methods, psychology, case problems in management principles; history of industrial development, advertising, distribution methods, budgetary control and procedures; taxes, public relations, marketing research, general chemistry, physics, algebra, geometry, calculus; industrial psychology, personnel selection and placement.

Two years ago the first Education Committee of the Society recommended "that the major emphasis in any under-

*(Continued on page 15)*

# Problems and practices of corporate giving

*One company studies industry's obligation and opportunity for charitable giving*

**By Claude L. Alexander**

Standard Oil Company (New Jersey)

Executive Secretary, contribution and membership committee

In recent years, industry with the cooperation of conference boards, community chests and councils, has held many conferences in the hope that some definite principle could be established as a basis for making contributions. Some policy is necessary and helpful even though many contributions will have to be made on the basis of practical judgment and guiding principles. Unfortunately, no good yardstick for corporate giving has been established as it seems that ironclad rules and rigid regulations are not possible.

Industry is fully aware of its increasing social obligations and has pretty much accepted them as a definite cost of doing business. It cannot afford to ignore the opportunity of giving to charities as it evidences the kind of corporate citizenship in communities, which is important to good will from the public and from its employees. Corporations may, however, be swamped with requests for financial aid if they are not rigid and strict in their administration of their policies.

### Companies have community responsibility

Community leaders reason that not only are companies financially capable of giving, but companies—like individuals—owe support to worthy causes as part of their community responsibility. I don't think any one knows today how much corporations are contributing to agencies and causes. The United States Treasury Department figures show something in the neighborhood of $275 million as contributions or gifts. This does not, of course, include millions in grants to trade organizations, research groups, etc., all of which are charged off to business expense.

The corporation has become the main source of contributions since taxes have whittled down large private fortunes. Corporate managements are today being confronted with an ever-growing number of requests for contributions and all indications point to a continued increase in the pressure on companies to give and to give more.

### Giving creates problems

Many corporations have discovered that it is frequently harder to give money away wisely than to make it. In the course of the past few years, several executives of other companies have expressed great interest in the way in which the Standard Oil Company (New Jersey) handles this delicate problem. Some of them have stated that too much time is being spent by their Boards in determining what and to whom contributions should be made, rather than devoting the time to making money. In most companies today, the president or some other official is still handling requests for contributions and interviewing people.

Our Company each year makes substantial expenditures toward the support of organizations whose activities are considered to be for the advancement of the petroleum industry and business in general, as well as contributions to other trade organizations, economic education groups, charity and service organizations. About four years ago Standard Oil of New Jersey appointed a 5-man Committee and a full-time Executive Secretary to assist the Board of Directors in the review of our Company's support of these organizations. This Committee comprises the Executive Assistant to the President, who is chairman, the Secretary of the Company, the head of our Public Relations Department, the Director of Budgets, the head of our Employee Relations Department, and I serve as Executive Secretary. It is the duty of this Committee to recommend basic policies governing Company contributions and to review all specific contributions made.

### A manual was prepared

The first job we were faced with was to write a budget manual that would be suitable for use by all of our affiliates, world-wide. This manual does not cover policy but only procedure. Of course the Jersey Company has a great many more problems than a corporation operating in only a few cities, or in the United States alone. In order to get a more comprehensive over-all picture of how our money is being spent, we devised a summary form which is divided into columns showing corporate memberships, individual memberships, contributions, and the total for the year; then another column showing the previous year's budget. This form is broken down into nine classifications, as follows:

Organizations related to the petroleum industry
Other trade organizations
Chambers of commerce, civic, tax and public expenditure organizations
Memberships in luncheon and private clubs

**Claude L. Alexander, executive secretary of the contribution and membership committee of Standard Oil Company (New Jersey), joined the Jersey Standard organization in 1919 after two years of newspaper experience in New York City.**
**After service in the department of Coordination and Economics and later with the Budget Department, Mr. Alexander became chief budget analyst for the company. In 1946, he was appointed to his present position which, among other duties, requires screening of requests from many sources for contributions from Standard Oil Company (New Jersey).**

- Public information—Economic education groups
- Research grants, educational and scholarship funds
- Hospital maintenance and building funds
- National and state charity and service organizations
- Local charity and service organizations

This kind of a summary has proven quite helpful when looking at the budgets because it shows at a glance where our money is going and whether the emphasis is trending from one type of expenditure to another.

**Budgeted for calendar year**

Our budgets are prepared on a calendar year basis and are not pitched on an estimate of, for example, net earnings for the period, but rather on the review of the work of organizations we support. These budgets are consolidated for review by the Contribution and Membership Committee and the Board. Each item is studied and a special write-up is made covering, for example:

- The purpose of the organization
- Officers and principal sponsors
- Appraisal of the organization
- Benefit to the Company, direct or indirect
- A review of the publications of the organization and whether they supply a service, thereby relieving us of studies we would otherwise have to make ourselves.

Where possible, we attempt to review the budget of each organization. In other words, our policy is to review each year all continuing contributions to see that each organization's objectives are sound and expenditures reasonable, whether the media and methods used are effective, and whether the work and services are duplicated in whole or in part by other organizations we support. This work requires close contact with the organization, as well as careful study of the printed matter which they release.

In the case of support to organizations which provide services or benefits to the Company and to individual departments, wherever possible I work with the department having a direct interest in the organization to obtain as much information as is practical and to see whether the department is willing to sponsor the project.

About a year ago our Board made a study of the organizations to which we contribute. They felt that when it is considered to be in the interests of the Company and its affiliates to give financial support to an organization, an active interest should be taken in the organization's work in order that Company interests may derive maximum benefits and in turn contribute as much as possible to the organization's effectiveness. The Board then designated certain Company personnel to take an active interest in specific organizations. These men are mostly first and second drawer personnel of the Company, including a number of directors and department heads.

In doing this they appreciated, of course, that it would not always be possible for the designated representative to follow the work in detail and personally attend meetings, in which case they asked that arrangements be made for the appointment of an alternate. Each one of these men were advised that the Secretary of the Contribution and Membership Committee would call upon them as required to assist in appraising the value of the work of the organization.

**Activities reviewed**

As you know, in the past there has been a tendency for certain organizations to expand their operations and activities, and consequently their budgets. By having our people personally associated with organizations, they have an opportunity to use their influence toward the wise restriction of activities of such organizations where the justification for expansion is not fully apparent. Also an opportunity is given to review present activities which can be eliminated to reduce expenditures where such activities are not vital to the functioning of the organization. In short, you will no doubt realize that when our Contribution Budgets are prepared for review, the justification for support of each organization is pretty well documented.

After these annual budgets have been favorably reviewed, it is not necessary to again go back to the Contribution Committee and the Board before we send along a check for our support. However, when we receive the request for renewal of our support, I contact our Company representative who is familiar with the organization, to learn whether he feels the work of the organization still justifies our support and if the amount approved in our budget is reasonable.

**Provide for requests outside budget**

I don't think I mentioned before that in preparing our annual budgets we try to anticipate requests for support which might come up during the year. For example, I am thinking of the probable re-activation of USO, perhaps next year. I have been told that many large companies do not prepare an annual contribution budget because they have been unable to come out close to the mark. I am happy to say that, during the past three years, we have only had to submit to our Board for review about a half dozen additions to the adopted budget each year.

As I have stated before, there is no good yardstick for making contributions. However, in general, our policy is that when making contributions to charities, the Company is acting as a responsible member of the communities in which we do business. Contributions to other organizations are made because the Company expects to benefit, directly or indirectly, from their activities. Before making a contribution, each request is scrutinized carefully in terms of these two purposes. We feel the amount of any contribution we make should be reasonable in terms of the total amount being raised by the organization requesting aid, and should never represent a disproportionate percentage of the organization's total fund. Exceptions are made, of course, in cases where we assist in launching what is believed to be an exceptionally worthwhile undertaking. In such instances, our contributions are reduced as rapidly as more widespread support is obtained.

The amount of a contribution should be reasonable in terms of the benefits the Company can expect to receive from the work of the organization. Realizing, of course, there are no specific criteria which will apply to all proposed contributions, there are, however, some guiding principles which are useful in most cases. These include the following:

1. The Company's interest and advantage is reasonably clear with respect to contributions to educational institutions for research closely related to the Company's activities.
2. It is reasonably clear that contributions to hospital funds and for recreational facilities are in the Company's interest when employees of the Company will make substantial use of the facilities.
3. In general, the Company supports those charitable organizations which are highly regarded in the community.

*(Continued on page 10)*

# Bankers listen and learn

*How the California bankers began their "educational" program by educating themselves.*

**By Allan Herrick**

Advertising Manager
Security-First National Bank of Los Angeles

> **"Before starting out on a new project, learn what the other fellow has been doing along the same or similar lines. See if your plan is in line with his experience. And if you plan to educate somebody, make sure that you are yourself well informed before you begin."**

For a year or more the philosophy above expressed the thinking of a group of the California Bankers Association charged with the responsibility of improving economic education within the borders of the state. The committee spent the first months of its operation learning about the work being done by various organizations having purposes similar to its own, and already operating in California. A considerable collection of booklets and leaflets was accumulated. Contacts with business, educational, religious and fraternal groups evidenced work being done in these fields.

Then, on September 12, 1950, representatives of the leading organizations engaged in economic education were asked to meet with the bankers in an all-day session at which each would tell his story and at the same time learn what the other fellow was doing.

The request met with instant approval. Every organization asked to appear on the program accepted. On the day of the meeting, every banker-member of the committee was present. Joseph Lipman, president of the California Bankers Association and senior vice-president of the Union Bank and Trust Company of Los Angeles, spent the entire day with the committee, as did several others of the Association's official family.

The day's session was most illuminating. It disclosed a substantial, intelligent, well-defined effort under way to improve understanding of our economic system in California. The schools, the factories, the homes, the colleges, the offices, and the pulpits,—all were being reached to some extent. The need was tremendous and only a small part of the work to be done was completed. But many intelligent groups were working effectively at the job and making progress.

A glance at the program, which follows, indicates the extent of the field covered:

California Bankers Association
Meeting of Committee on Education
Tuesday, September 12, 1950
Conference Room 7
Biltmore Hotel, Los Angeles

10:00 A.M.—*Morning Session*
Allan Herrick, Chairman, presiding
Advertising Manager, Security-First National Bank

*Remarks*
J. C. Lipman, President, California Bankers Association Senior Vice President, Union Bank & Trust Co. of Los Angeles

*The Program of the N.A.M.*
Chris Gilson, Director of Public Relations, Western Division, National Association of Manufacturers, San Francisco

*Employee and Community Programs of the Merchants and Manufacturers Association*
Randolph Van Nostrand, Public Relations Director, Merchants & Manufacturers, Los Angeles

*The Schools' Responsibility for Economic Education*
John Given, Director of Community Relations, Los Angeles Board of Education

*Coro Foundation Work with College Students*
Don Fletcher, Director and Trustee Coro Foundation, San Francisco

12:00 Noon—*Luncheon*

2:00 P.M.—*Afternoon Session*

*Freedoms Foundation, Inc. Its Work and Progress*
Don Belding, President
Freedoms Foundation

*A Program to Improve Farm-City Relations*
Rex Harlow, Consultant
Farm-City Relations Committee, Palo Alto

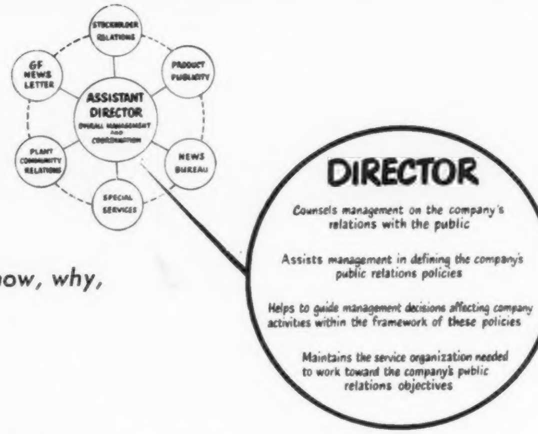
*The Spiritual Mobilization Movement*
William Johnson, Editor
"Faith and Freedom," Los Angeles

*Bankers' Work with Farm Youth*
Oscar Mennenga, Executive Manager, California Bankers Ass'n.

*Discussion—Adjournment*

*(Continued on page 15)*

**Allan Herrick, Advertising Manager, Security-First National Bank of Los Angeles has been promoting bank services for more than 30 years, working on some of the first advertising campaigns conducted by the trust section of the American Bankers Association. He has been an enthusiastic supporter of all the newer popular services introduced by banks in recent years; and is author of *You Don't Have to be Rich*, a book dealing with family finances. He served during the war as training officer of the Hollywood Squadron, Civil Air Patrol.**

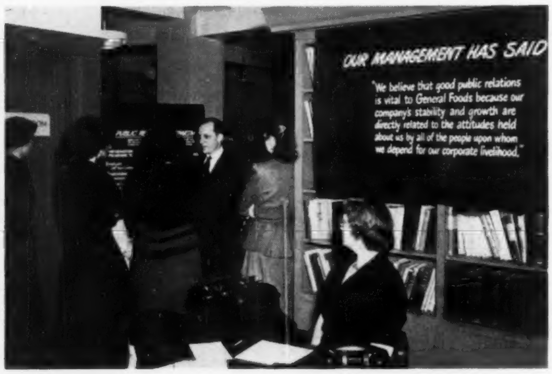



# GIVING EMPLOYEES THE PR STORY

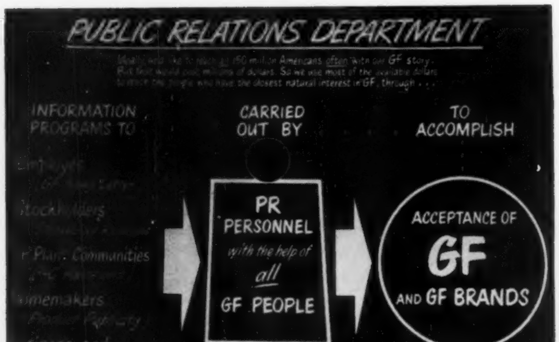
*General Foods shows its employees the what, who, how, why, and where of its corporate public relations program*

**By Robert L. Bliss**

Associate editor
*Public Relations Journal*




**Assistant Director of Public Relations Bruce Watson (Director Howard Chase is in Washington on temporary assignment with the National Production Authority) welcomed guests, gave them a brief, over-all picture of the department's organization and objectives. He emphasized that each of the visitors, in his contacts with people, was doing a public relations job.**




**Introductory discussion was based on this chart. The three columns answer the broad questions of what, how, who, and why.**

IN MID-OCTOBER everyone at General Foods general offices, from boys in the mail room to the Chairman of the Board, received a personal invitation to visit the offices of the Public Relations Department during the week of October 23. Purpose: to take a guided interpretive tour of the department's operations.

Almost three out of every five of the 1,300 general offices employees accepted the invitation. Out-of-town supervisors also were invited and some were able to attend.

PR people, with the help of signs and exhibits, told visitors *why* there's a department, *what* the department does in the interests of the corporation and its units, *who* does it, and *how* and *where* they operate.

Guests were given an explanation and live demonstrations of the organization and activities of the department's six sections: GF News Letter (GF's employee magazine), Stockholder Relations, Plant Community Relations, Corporate News Bureau, Product Publicity, and Special Services.

The tour was a product of the entire department. It was planned, organized, and carried out by every member of the group working through a coordinating committee representing each of the sections.

One of the main points stressed throughout the tour was that the Public Relations Department's success in influencing public understanding and acceptance of GF, the institution, and GF brands, was dependent to a large extent on the help of every GF employee, on the job and at home. Visitors were reminded that, as representatives of the com-


**Stockholder Relations was a new concept to many employee-visitors. Aside from the Annual Report and the GF Christmas Gift Box, relatively few had a clear picture of what PR does to keep the owners of the business informed and promote stockholder use of GF products. Face to face with the facts, most visitors showed unusual interest in company securities as a possible personal investment.**


Guests read this sign as they entered the Plant Community Relations section. Each section used a comparable chart to acquaint visitors with its activities and objectives. These signs were all on black background. Lettering was in a different color for each section.

Mats, news releases, and publicity photographs were some of the Product Publicity activities displayed. Guests heard about services for radio, TV and other special mailings, and saw examples of new product introductions, including an exhibit of unusual press functions.

pany, they were the first line of company public relations.

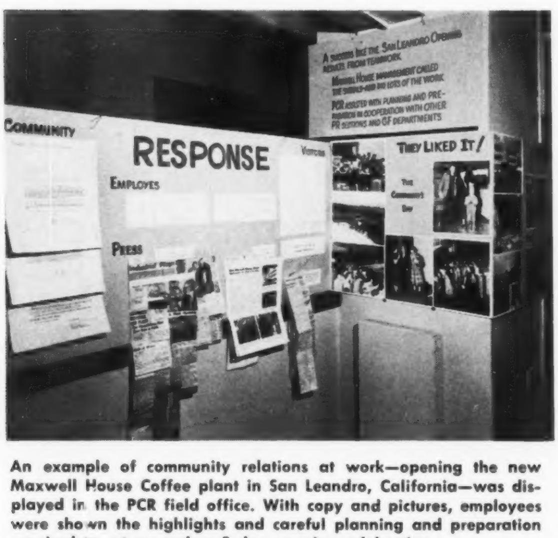
Commenting on results, Bruce Watson said:

"If we had simply done the necessary planning, self-analysis, and preparation for our interpretive tour without receiving a single visitor, the value to the company in terms of clearheaded recognition by all of us of our real problems and common objectives would have been immensely constructive.

"Add to that the benefits which result from personal participation by every member of the group, not just in the thinking and preparing but also in the direct contact demonstrations.

"That our tour produced a significantly broader and clearer understanding of public relations at General Foods among both management and employees was incidental, in a way, to the sharpened proficiency and maturity of judgment it helped to instill in so few weeks in our public relations people."

Visitors to the News Bureau learned the steps in the production of a news release, from an idea to a spot in the newspapers. Here they are looking at a display of clippings from publications all over the country.




An example of community relations at work—opening the new Maxwell House Coffee plant in San Leandro, California—was displayed in the PCR field office. With copy and pictures, employees were shown the highlights and careful planning and preparation required to set up such a 5-day opening celebration.


At the end of the tour, guests enjoyed refreshments and received a fact sheet which included the company's PR policy and an outline of staff functions. Final sign underlined again the fact that every GF employee is a part of the company's public relations.

## Problems and practices of corporate giving

*(Continued from page 6)*

Individual memberships in clubs, societies and associations are considered justifiable corporate expense when it can be demonstrated that they are in the interest and to the advantage of the Company. Company interest or advantage sufficient to justify the expense is reasonably clear in the case of memberships in technical or professional societies for certain technically or professionally qualified personnel. In the case of business, luncheon and private clubs, such interest or advantage to the Company requires careful examination. With respect to memberships at Company expense in the names of individual employees, the Director responsible for a particular department has to approve such expenditure.

During the four-year period I have been on the job, we have built up close to 1,000 files. These files, of course, do not include such things as requests for advertising in year books, door prizes and so on, but represent recognized organizations.

### Keep records

Perhaps the one thing that we have found most helpful is a continuing card record on each organization. This record covers many more organizations than our correspondence files since it includes organizations to which we contribute, or have been asked to contribute, or which might some day ask for support. These are not primarily charitable groups but include mostly trade organizations, chambers of commerce, economic education and "Save America" groups, and a lot of "do gooder" organizations. This card record contains an outline of the information that I mentioned earlier and, in addition, keeps us currently up to date on what the organization is doing. Such information is taken from their publications, whether any individual is appearing before a Senate Committee, any prominent public reaction to what the organization is doing, either good or bad.

We find this information very helpful in evaluating an organization and keeping us from supporting groups that are not most deserving. This is especially true in the so-called "Save America" groups or economic education groups, since the demand from such organizations working in the field of public education seems to have gained further impetus since the end of the war. Each year several new organizations are established with the objective of saving our "American way of life" from the various "isms." This is caused, no doubt, by the increasing competition for the minds of the people throughout the world by the various political and social philosophies.

Perhaps we have arrived at a point where a study of the whole problem might be made from three angles:

1. Whether the media and methods being used are effective, and whether any lasting impression is being made in selling our American product. It seems that little effort has been made to measure attitude changes.
2. I have been told that in some cases 50% of an organization's receipts go into raising funds, and as little as 25c of each dollar is used for preparing material for distribution. The balance is absorbed by overhead and operation.
3. There is no doubt that much duplication of effort and use of different kinds of material and statistics exists, and perhaps money is being spent by these organizations to neutralize each other.

What we have tried to do on this type of organization is to divide them into several groups. The first contains those which do high-level research and public education on national and international economic problems. This group, in general, does effective work and contributes materially to public welfare:

1. By making positive contributions to the solution of the difficult national and international problems of the day.
2. By earning and holding the attention of top leaders of business, government and education.
3. By the influence that the views of the latter have on public opinion and public policy.

The second group comprises organizations which render some direct service to their members and business, as well as carry on extensive publicity programs. This group would include chambers of commerce, public expenditure and tax organizations.

It is a little more difficult to evaluate the effectiveness and usefulness of the third group. With the exception of a few, the organizations in this group do not reach a large number of people falling in the middle and lower income groups. As for the open-minded business leaders, politicians, educators, clergymen and editors, there is often a question of how much influence these organizations really exert on them, because they usually offer little of a constructive nature to the solution of the nation's economic problems, and their publications are often so obviously propaganda as to arouse suspicion or resentment, whether or not justified.

Money spent to support these organizations for the most part may be largely wasted as far as results are concerned, either in terms of national welfare or in terms of formation of public opinion. This is a group requiring the very serious consideration of those responsible for corporation donations.

The fourth group is one in which work is done in the educational field, discussion groups, religious leaders and working with groups of young people.

### Requests are referred direct to committee

We think this Committee of ours has been doing a very valuable piece of work inasmuch as they have taken this very delicate problem of making contributions off the desks of our top officials. It has also saved our officials some embarrassment by enabling them to refer requests they receive direct to our Committee, since all requests must be channeled through the Committee. Most of these requests are screened in my office and a very small percentage go to the Contribution and Membership Committee for review and finally to the Board.

### Designate a coordinator

By having a designated person in the Company for people to call on when looking for money for what they consider worthy causes, we find we can give the time necessary to hear what they have to offer. If their project does not fit in with our policy, or their program is not acceptable for other sound reasons, we are able to turn them down at the source. Being familiar with the work of so many organizations, we find we have sometimes been helpful to those we have had to refuse. Most people are fair minded and understanding in their attitude when properly handled. In many cases, we have actually received a letter a day or two after their visit to our office thanking us for the time and help that we have given them. In other words, we have actually gotten some good will out of the painful duty of saying "no"!

# How to get listeners

*The Psychological Corporation cites results of a 6-year study on techniques of communicating ideas*

**By Dr. Henry C. Link**

Vice President
The Psychological Corporation

JUST SIX YEARS AGO we began at the Psychological Corporation a series of studies which we refer to as "Experiments in the Techniques of Communicating Ideas." These experiments have been carried on continuously since then under the sponsorship of ten leading companies.

In those six years of steady experimenting we have discovered some things about how to test the effectiveness of idea messages, but we have not discovered a single new principle of communications!

What we *have* done is to excavate, from a lot of hampering intellectual debris, some of the old principles. We have dusted them off and given them a fresh polish. In terms of our experiments, I should like to restate a few of these principles. Here is the first:

1. In promulgating your sociological or psychological cogitations and in elucidating your esoteric or exoteric ratiocinations, beware of platitudinous ponderosities, eschew philosophical profundities, and sedulously avoid all tautological and polysyllabical multiplicities.

In other words, *speak simply, clearly and without double talk.*

This is certainly an old and fundamental principle, and yet what do we find? The plant publication or house organ is admittedly one of the very best means of communication at the employer's disposal. Just recently we analyzed 69 articles selected at random from 13 representative house organs.

Over half of them were written on a difficult to very difficult level, that is, above the educational level of 67 to 95 per cent of the population.

Only a quarter of all the articles were written on the proper educational level for most employee publications or for any mass publication.

This has nothing to do with ideas or subject matter, but merely with the mechanics of English. How can we expect employees or the general public to listen to us if three-quarters of our talk is beyond their educational range?

But how does this particular difficulty arise and how can we correct it? We have the most marvelous scientific and mechanical means of communication ever known to man. The trouble is we have too much education and too big a vocabulary to use them effectively. Our great American educational system has reached the point of being, in many ways, "*the most elaborate plan ever conceived for obscuring the elementary facts of life.*" Here is a perfect example:

High school, and then college, teach students to use long words, to write long, involved sentences, and to write in abstractions. Students learn to write for their professors and other college students. When they graduate into industry, they naturally continue to write this way.

Now, the elementary fact of life is that only about five per cent of the adult population are college graduates, and 67 per cent have less than a full high school education, many considerably less. Therefore, higher education has created a gap in communications which is difficult to bridge. As the recent *Fortune* article "Is Anybody Listening?" concludes, "Management and the people it tries to reach are groups separated by the same language."

At The Psychological Corporation we have been trying to bridge this gap through our Readability Workshop. In it, we give company representatives four days of solid practice in analyzing copy, and rewriting it to the desired educational level. They get some theory, too, but mostly it is just plain habit training. Of course, we cannot, in four days, undo four years of college education, but we can put a little dent in it.

We have now held five of these Workshops and 21 representatives from ten companies have taken the course. Those taking this course return to their companies with a complete training manual. One company has now given our course to fifty-one of its people, in their industrial relations, public relations, advertising, home economics and agricultural information departments. Another has recently rewritten its employees' manual, and brought it from the difficult reading level to a level within the reach of grade school graduates. This was quite an achievement, in view of the many departments, including the legal, who were involved in its preparation.

2. *The impact of a message depends upon the extent to which it identifies itself with the interests of its intended audience.*

There is no disagreement about this basic principle. It is a most elementary truth. But, to carry it into effect, that is the problem. To write an employee-centered, instead of a company centered, article—that is the difficulty.

For instance, we tested the General Mills' advertisement, "How Much is a Vice President Worth?" The results of our test made it evident that this mes-

Dr. Henry C. Link is Vice President of The Psychological Corporation where he originated the *Psychological Barometer* in March 1932, making it the oldest continuous survey of public opinion and buying habits. It is conducted four times a year with 10,000 interviews and twice a year with 5,000. He is also the author of many books and articles on psychology. His best known books are *The Return to Religion, The Rediscovery of Man,* and *The Rediscovery of Morals.* Dr. Link is a member of the Public Relations Society of America.

sage was company-centered instead of audience-centered.

If, instead of "How Much Is a Vice President Worth?" the title had been, "Your Son Can Be a Vice President, Too," and the message had then gone on to say, "Only one man at a time can be President of the United States, but thousands can be presidents and vice presidents of companies. That is America, and that is American opportunity. We, at General Mills alone, have ten vice presidents (if that is correct) as compared with five a few years ago. Their average take-home pay after taxes is $26,000, and they are worth every cent of it," etc. Such a treatment would have made this an employee or public-centered message with much greater impact.

Such hindsight could become foresight if we did what the *Fortune* article recommended, namely, listened more. On the basis of our experiments, we have formulated this principle of listening, as follows:

3. *It is impossible to know the impact of a message until it is tested on the intended audience or it is impossible to be sure that a message is audience-centered until that audience has been systematically consulted.*

This principle of listening, or pre-testing, is especially important in respect to comprehension. For example, the N.A.M. magazine campaign concentrated on informing the public that the average profits of companies were *not* from 7 to 15 cents or more on the sales dollar, as most people thought, but 7 cents or *less*. The effect of reading the ad, and we tested six of them, was to *increase* people's misunderstanding of these profits. That is, the comprehension was the exact opposite of that intended. This is not an unusual finding, but one that could be avoided by proper-pre-testing.

Of course, it is impractical to pretest every message or editorial. But, there are other ways of consulting and listening to the employees. One way is to make an occasional readership survey of the house organ. Another useful device is the community survey to find out what the employees and the community think. How can communications be effective if the employer does not know what his employees think to begin with?

4. Another principle that is not new and should not be surprising is that *of all the ideas difficult to communicate, figures and statistics are the worst.*

Probably the most common formula used by businessmen in their communications so far has been this: "Let us give them the facts. If we give them the facts, their misunderstandings will be cleared up." Nothing could be psychologically more unsound. People are not cold-blooded thinking machines. They have hearts as well as minds, passions as well as brains. When they do look at the facts thrust before them, they interpret them in terms of their emotional attitudes and moral standards.

To present the cold facts is not enough. The most interesting of all facts to the president of a company is his financial statement. Its details are more than cold facts to him. They are his life's blood. But, to the great majority of people, including his own employees, financial statements are a deadly bore, even when presumably simplified.

Therefore, we say, emotional appeals should be used, even if this means a decrease in the number of facts that can be presented. For example, how about a prize contest for employees for the best 100-word essays on: "What one figure in this financial statement means the most to me, and why?"

Or a contest with prizes on: "Why the new machines we are introducing will make more jobs in the long run." This method has been spectacularly successful in the product advertising field. It is just as sound in the communication of ideas. Instead of preaching to the employees, why not stimulate them to preach to themselves?

This leads us to another principle, and one made much of in the *Fortune* article. It is this:

5. *The effectiveness of communications depends largely on the extent to which the intended audience participates in the process.* This is sometimes spoken of as two-way communications. The prize contests we have just suggested illustrate such participation. The best example of communications with participation is probably the General Motors contest, when a half-million dollars in prizes was given for the best 100-word essays on "Why I Like My Job." I had the privilege of reading several hundred of these essays as they came in, and they were terrific. Over three-fourths of all employees submitted entries. The whole operation is now a matter of record. Its effect on morale was enormous.

We might restate this principle of communications for greater emphasis as follows: *One ounce of participation is worth a ton of facts.*

But if I were asked to name the one most important of all principles, the one basic law for projecting ideas, it would be this:

6. *The effectiveness of any communication depends on the sharpness with which its objectives have been defined.* That sounds obvious and simple, doesn't it? We have found it anything but that.

For instance, in testing the impact of a certain message, before we could score the results of our tests, we had to define the points, or beliefs, it was trying to get across. But when we had done this, the client would often say: "But that isn't the purpose of the message at all!" Then he might take it up with one or more of his colleagues, and they would disagree. And then they might take it up with their agency, and there would be more disagreement. How could we score the effectiveness of a message, or a course of lectures, when the company could not define its objectives? More important still, what impact could such a poorly defined message be expected to have?

When we build a communications program we often build it without defining what we want it to do. When we do state objectives, how do we state them? We may say: The objective is to give people the facts. But why? Just what effect do we want the facts to have on their beliefs and attitudes?

Or we may say: The purpose is to improve employee morale. But at what points and how? And how can we know that we have succeeded? Or we may say: To acquaint the public with the merits of the American system. But again, why? What difference does it make if the employees know that it takes 70 minutes for a Russian worker to earn a loaf of bread—and only 7 minutes here? Or that we have 75 per cent of all the automobiles in the world? Nobody wants to go to Russia or leave America. We don't even need a survey to show that.

Some companies are giving lecture courses in economics to their employees. But we have encountered great difficulty in trying to pin these courses down to just what attitudes and beliefs they would like to have their employees have at the end of the course as compared with those they had at the beginning.

When it comes to human engineering, we too often throw all the lessons of physical engineering to the winds. This, to us, is the greatest practical weakness in the field of communications today. The failure either to know or to state, in specific terms, in "testable" terms, the objects in view.

# Human personality and public relations

*Scrutiny of human personality can point the way to more successful public relations*

**By Daniel D. Gage**

Professor of business administration and acting director of public relations
Sacramento State College

PUBLIC RELATIONS, as a practical matter, begins not with the public, but with the individual. The foundation of successful public relations is successful personal relations, and these depend largely upon individual habits of action as directed toward other individuals or groups.

In fact, success in any business or profession is based, in part, upon a multiple series of person-to-person relationships. As these are constantly extended in time and in number, the danger of friction increases. Through an examination of personality, an individual can often find better ways to project himself effectively to his various single and multiple publics. For that reason some study of the nature and elements of human personality is important for every public relations practitioner.

### Ingredients of personality

Personality is the total impression which an individual makes upon the people around him. It is composed of two Latin words: *per*, meaning *through*, and *sonare*, meaning *to speak*. The base word, *personare*, means literally *to speak through*. The word *persona*, we are told, was once used to designate a mask to which was attached a kind of megaphone and it was worn by actors; it was thought that the actor became more effective before his audience by speaking behind the mask and through the megaphone, being thus able to project his personality or to heighten it.

Sometimes the word *personality* is loosely and inaccurately used to designate categorically either a positive or a negative quality of an individual. Thus we may hear someone say of another: "He has personality" or "She has no personality," implying the presence or absence of something basic to human nature. Neither statement is defensible. The first is vague and uninformative; the second is erroneous, for everyone has some kind of personality, although there are gradations of effectiveness in personality. In using the word, confusion is avoided by designating specifically the kind of personality through the employment of qualitative terms expressive of the degree of total favorable impressions created.

### Limited measurement

Personality cannot be measured with any degree of scientific accuracy by a single yardstick or judged by a single person, for an individual affects other people differently. How often do we encounter disagreement among our associates in discussing a mutual acquaintance! One likes him immensely, another is indifferent toward him, and a third deeply dislikes him. Each is simply ascribing different weights to the various attributes of personality. From so restricted a sampling it would, of course, be untenable to assume that we have arrived at any valid conclusion. But if we were to increase the number of opinions so that they were representative of a wide cross-section of people knowing this mutual acquaintance, we might secure some kind of rating accurately expressive of the total general impression he creates. Much less acceptably can one rate his own personality, because one cannot be sufficiently objective in evaluating himself. Most of us want to feel that we are well liked by the majority of people, and we are apt to err in our own favor. For much the same reasons it is difficult to take a personality poll of ourselves; about all we can do is to estimate from the total number of people with whom we come into contact the number who appear to be favorably inclined toward us.

### Personality in action

Personality in action is not one-sided. It is mutually reactive. When Jones meets Smith their personalities react on one another. Not only that, but a given individual will evoke different reactions in different people. If Jones meets Smith and Brown, his personality may have an impact on Brown quite different from that on Smith; that is, the personalities of Brown and Smith themselves condition the effect of Jones' personality on them. Stated as a simple principle: the personality of each of us tends, in part, to modify the personality which others project in contact with us.

Personality traits are affected also by time. Personality is not static. Developmental and cumulative, it changes from day to day and from year to year. John Doe, 1950, is not John Doe, 1940. It is this variable aspect of personality which produces many of the difficulties in personal relationships, for we are too apt to assume the rigidity of other persons' personalities and then to project our own actions upon this false premise.

Personality traits are further affected by situations. What we sometimes identify as a personality trait of a given in-

Dr. Daniel D. Gage is Professor of Business Administration and Acting Director of Public Relations, Sacramento (Cal.) State College. He is a graduate of Stanford, holds an M.B.A. from Harvard Graduate School of Business Administration, and a Ph.D. from the University of Michigan. He has been active in developing broader public relations courses in collegiate instruction since 1929. *Journal* readers will recall his articles on public relations instruction: "Public Relations Can Be Taught" (May, 1947), and "Don't Fence Public Relations In" (February, 1948).

dividual may be nothing more than an abnormal reaction to an unusual situation and, therefore, atypical. To guard against hastily drawn conclusions we must analyze the situation to isolate the factors involved and decide whether or not there are in the situation causes or conditions that motivate an unusual or an atypical reaction and thus convey a false impression of normal personality traits. For instance, the stress of great emotion, shock, fatigue, or ill health may cause a person to act in an atypical fashion. To be considered also is whether the situation is an isolated case or whether it has recurred often enough to offer a valid basis for generalization.

**Personality make-up**

In our personal contacts with other people we are apt casually to dismiss the matter of personality by making the following untenable assumptions:

(1) that people are pretty much alike.
(2) that people are either the kind we can get along with or can't.
(3) that people are just born with good or bad personalities.

If, however, we inspect closely ourselves and our neighbors, we begin to realize that individuals are really quite different and that those very traits which mark us off from others contribute to that total impression which we have defined as personality. Consider the following factors:

*Physical appearance*—Height, weight, body proportions, facial features, and complexions vary widely among people. To a large degree these physical attributes are inherited and only within limits can they be changed. By clothing, cosmetics, and health culture the outward physical appearance may be subdued or disguised. As one deviates from a so-called average condition of physical appearance, he develops compensatory traits. Little men operating among big men must adapt themselves, and what objectives they cannot secure one way they must secure another. The person with a strikingly handsome face sometimes has a neutral personality; that is, he may be content to let this single physical attribute carry the load of his personality, and thus we say that he gets by largely on his face.

*Bodily vigor* — Another characteristic closely associated with physical appearance and partly responsible for the impression it makes is bodily vigor or vitality. Although some may argue that physical appearance and vitality are the same thing, actually they are different. A comparison of human beings to cars may bring out this distinction. A certain make of car may make a favorable impression in a display room. Its body is streamlined and shines from the luster of its finish, but it makes a poor impression on a road test. People are like cars: some have high compression, some low compression, some fast and some slow-turning motors. Some are geared to high ratios; others to low. Some pull in low gear most of the time; others are continually in overdrive. The difference is one of energy in the person and of power in the car. Vitality is generally believed to be a significant factor in personality.

In the past the tendency was to study personality largely from the point of view of psychology; now physiology has teamed up with psychology to give what is termed the psychosomatic approach (*somatic* referring to body, *psycho* to mind). The endrocrinologists hold strongly to the premise that personality is largely affected by the functioning of the glands of internal secretion, the thyroid, thymus, pituitary, adrenalin, and the gonads. Although medical science still knows too little about the exact function and interactions of these various glands, it has been able to point a finger to one gland, the thyroid, and show that hyperthyroidism (excess secretion of thyroxin) and hypothyroidism (secretion deficiency) produce two distinct types of personality. From our own experience we are aware that we can become physically below par from frustration and that we accentuate our feelings of frustration when we are below par. The individual whose glands function normally and thus exert, so to speak, a constant gyroscopic action is most apt to have a well-rounded day-in-and-day-out personality.

Although we know a great deal about the physical structure of the body, there appears to be a vast, unexplored field in the invisible inner structure and operation of the glands and organs. It is still within the realm of possibility that the biochemists can produce synthetic personalities. As Roger Williams pointed out in his book, *The Human Frontier*, how these glands and organs differ in people may account for many variations in their actions.

*Intelligence*—Intelligence, which has been defined as the power to understand and to learn or the ability to meet a situation and adjust oneself to it, is a native attribute. It is to be credited to all of your antecedents and more immediately to your father and your mother. Psychologists tell us that the normal person acquires no more intelligence after fourteen or sixteen years. Intelligence, in general, is admittedly a hard thing to measure, and it is questionable whether the so-called intelligence tests can accurately rate different people on other than prospective ability to accomplish certain things.

High intelligence, as may be indicated from tests or decile ratings in scholastic work, does not necessarily go hand in hand with favorable personalities. A Phi Beta Kappa key does not by itself unlock the door to good personal relations. People brilliant in a given field often fail miserably in personal relations. It may be assumed, however, that the more intelligent one is the higher are the odds of being able to meet effectively situations involving human contacts. Yet like the man with the handsome face, the intellectual must not try to get along on mere mentality. As a case in point Dr. Laird cites the research conducted several years ago at Purdue University. Students in engineering were rated during their years in the university in personality and intelligence. Five years after graduation their incomes were correlated with both factors. The group which rated highest in personality was earning an average of $3000 a year, and the group which rated the lowest was earning only $2058. Laird points out that effective personality was paying the top group nearly a thousand dollars apiece. On the other hand, those rated highest in intelligence were earning $2628 a year, and those lowest, $2478. Society was willing to pay a differential of nearly a thousand dollars for superior personality as against only one hundred and fifty dollars for superior intelligence.

*Dexterities* — Certain people are distinguishable from others by having a greater degree of dexterity or skill. It is often difficult to determine whether these traits are wholly native or partly acquired. Some individuals by practice and interest are able to develop dexterities far beyond those of average persons without having been endowed originally with such aptitudes. Yet it can be shown that an individual who has a native dexterity will with less practice far exceed the ordinary person who practices constantly. One may turn to musicians, painters, actors, and athletes to prove this point. The spring in the

*(Continued on page 18)*

## What education should a PR man have?

(*Continued from page 4*)

graduate preparation for the field of public relations be placed on instruction in those fields of knowledge which will give the student a basic understanding of human beings and human institutions. For purposes of illustration, the fields of knowledge to which we have reference include the following: psychology, history, political science, economics, and sociology. It is recognized that facility in the accurate communication of thought orally or in writing is essential to the practice of public relations and that therefore the acquisition of such facility should be possible for the student whether through courses in English, journalism, radio, public speaking, or others." This recommendation still holds as far as the thinking of the present committee is concerned.

From what has been said thus far, four conclusions stand out.

1. No informed person can deny that we are overrun with eager young people who want to study public relations and who have a misconception regarding both the content of the subject and the opportunities the field offers. The truth about public relations should be made known so that such overcrowding and misconception shall not prevail. All agencies that have to do with public relations should help the colleges and universities deal with these difficulties.
2. Students who have the ability to do public relations work, who have been carefully screened and accepted by colleges and universities, should be provided instruction in public relations. The key is proper screening and high quality of instruction—both responsibilities of higher education.
3. It is to be hoped, for the sake of professionalism and high quality of leadership, that the major emphasis in public relations instruction will be upon graduate study. The field needs this protection for its future. Management deserves no less than high grade education and training in the men it engages to direct its public relations activities and counsel its officials in their public relations thinking and practices. Our public relations leaders should be better educated than are the members of any other profession.
4. Persons who have only a limited interest in public relations will probably do better to receive their training "on the job" rather than in the classroom.

A specific and concrete step that might be helpful in meeting problems and needs in public relations education is suggested by Mrs. Troskoff, as a reaction to her contact with the Veterans Administration.

Says she: "The Veterans Administration would be glad to receive from the Public Relations Society, and could make good use of, an outline of an appropriate educational background (which would not fail to state that the wider the knowledge and experience, especially in business, of a public relations practitioner, the better); and above all, a realistic summary of the opportunities a graduate may expect to find, emphasizing the apprenticeship he will have to serve, and stating as accurately as possible the range of compensation to be anticipated.

"It is the writer's opinion, furthermore, that an express warning should be included—that a public relations degree is not a short-cut to high salaried jobs for which no experience is necessary; that it is, rather, only an introduction to a field in which the graduate must continue, if he is to become proficient, to broaden his knowledge, deepen his understanding and season his judgment, and by consistent study and practice become skillful in a wide variety of techniques."

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## Bankers listen and learn

(*Continued from page 7*)

The day was a heavy one. The luncheon hour was cut short in order to hear additional speakers, discussion was held after every address, and often questions raised during a speaker's address consumed considerable time. There were, however, no complaints. One interesting sidelight was the way in which every speaker grasped the nature of the meeting and limited his remarks to hard, factual material.

Results of the conference may be listed as follows:

(1) Committee members gained a first hand factual knowledge of what was being done in California to promote economic education.

(2) All in attendance were shown how the other fellow was proceeding and the success he was attaining.

(3) Several projects, previously regarded lightly, were shown to be outstanding.

(One of these was the California Bankers Association own program with farm youth. It has reached 200,000 boys and girls on farms with a program of utmost importance. Value of the American Institute of Banking joint program with the schools was also demonstrated.)

(4) In the light of the information disclosed, the Committee on Education was able to formulate a 6-point program of its own that would help the cause and not conflict with the work of others.

Based on our experience, if you face a problem similar to ours, we can recommend the plan of going direct to the source for information on economic education. Faced with the necessity for up-to-the-minute facts, we asked the people who were doing the work to tell us about it. The results were educational, helpful, stimulating, and, for us, encouraging.If you would like to try a similar approach to the problem in your state, we recommend it. It worked for us.

### JOURNAL TO PUBLISH NEW ISSUE

**JOURNAL subscribers will receive an extra issue of the magazine in December with the inauguration of the Annual Meeting Issue, mailed before Christmas. The twelfth issue of the calendar year (July & August are combined in one issue) will carry the story of the 1950 annual meeting in text and pictures. The special issue, which will carry advertising, but few of the other regular features of the monthly numbers, will handle speeches, reports and presentations which are given as part of the December 3-5 event. The new departure was developed in response to requests from readers and others for some record of the annual conference proceedings.**

# HOW WE DID IT—

*How the Boy Scout Jamboree story was carried to the American people*

**By Leslie C. Stratton**

National director of public relations
Boy Scouts of America, National Council

"I feel certain that the country has been aware that something has been going on of prime importance to youth," wrote Francis W. Hatch, Vice President of Batten, Barton, Durstine & Osborn, on the final day of the National Jamboree of the Boy Scouts of America. This note, typical of many others, was addressed to the writer and his associates of the national public relations staff.

Never before in the forty years of the Boy Scouts of America has the Movement received such widespread and generous coverage of a major national event. The Jamboree story was carried from Valley Forge, Pennsylvania, to the American people via press, radio, television, motion pictures, and other media. The story was told from coast to coast and in Alaska, Hawaii and other American territories.

From the first public announcement of the National Jamboree at Boston in May 1949 to the closing ceremony of this tremendous encampment of 47,000 Scouts, the national public relations staff kept the American people informed of its progress. Promptly upon the acceptance of the invitation of Governor James H. Duff to hold the Jamboree at historic Valley Forge in Pennsylvania, a general news story was released to the nation.

### Public alerted to Jamboree

Letters, announcing the Jamboree, were sent to all members of the President's Cabinet, to the Governors of all states and territories, and to key executives of all railroads, bus and air lines. Letters were also sent to more than 3,000 heads of business, public relations, industry, labor and other groups.

For our 545 Local Councils across the nation we developed a technical manual *How to Publicize the Jamboree* and two kits of promotional material for local adaptation. These resulted in broad local coverage of this great national event.

Early in the year we arranged for a special *Boy Scouts of America* edition of the *Valley Forge Park Historical Record and Guide Book*, a gift to us through the generosity of a Norristown businessman. A total of 144,000 copies were printed and distributed.

The railroads of the nation published at their own expense more than 250,000 special *Jamboree Travel Folders* which were distributed to Scouts. Hundreds of official Jamboree posters were displayed at railroad stations.

### Pre-Jamboree briefing meetings proved effective

We held two important luncheon conferences of Public Relations representatives, one at Philadelphia and one at New York, for pre-Jamboree briefing. These proved to be very effective in obtaining later coverage via all media. Cartoonists, too, were quick to recognize the impact on the public and the patriotic characteristics of the Jamboree.

Radio and television shows (network and local) were generous in their references to the Jamboree. Letters were sent to all of the principal radio stations, sponsors, and advertising agencies giving them full information about the Jamboree and enclosing some suggested radio comments. Magazines, too, were quick to recognize the general public interest. *National Comics*, for example, ran a full page Jamboree poster as a courtesy. This reached a circulation of 10,000,000 among 27 different magazines. We were particularly pleased with the stories and pictures run by scores of industrial house organs.

The Sun Oil Company and Atlantic Refining Company each issued a special Jamboree automobile road map—more than 150,000 copies were distributed. AP Wirephoto transmitted a map of the camp to the nation's press.

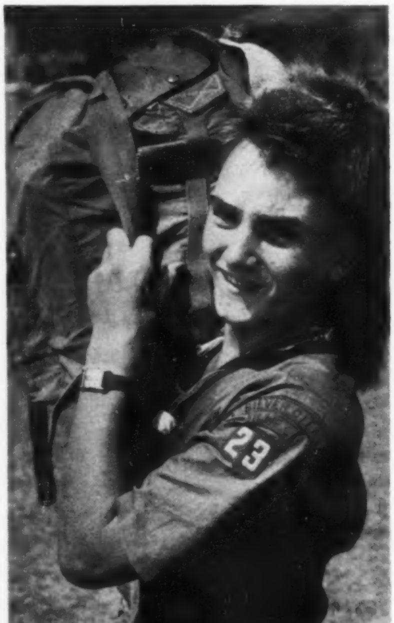
The Texas Eastern Transmission Corporation, owner and operator of the Big Inch pipe line, ran a full page ad featuring "Valley Forge" in 84 of the nation's newspapers. Pitney-Bowes issued a special, widely used, Jamboree postage cancellation slug. Bell Telephone included a Jamboree feature in its regular monthly release to 2,000,000 subscribers in Pennsylvania.

A series of impressive ceremonies were conducted at the various state capitols when each governor presented a state flag to representatives of the local Jamboree delegation for display at Valley Forge. The national state-wide coverage of these 50* ceremonies, built up from the grass roots, added up to an impressive national impact focusing attention on the forthcoming Jamboree.

All of this happened before the Jamboree.

On opening day, June 30, President Truman was the guest of honor, not-

*Alaska and Hawaii were included.




**This typical Scout, from Silver City, New Mexico, emulates the pioneers.**

withstanding the extra pressure placed upon him by the sudden outbreak of hostilities in Korea. His address to the vast audience at Valley Forge was also broadcast over three networks to approximately 600 stations. Nearly all of the nation's dailies ran this as page one copy. Newsreels, photo syndicates, and television were also on hand to cover this visit of the President.

General Dwight D. Eisenhower, too, received a tremendous ovation at his appearance on July 4th. Wide press-radio coverage was given these visitations of two distinguished Americans.

**Press and radio facilities**

The public relations tent at general headquarters was a beehive of activity. Provision was made for typewriters, telephones, Western Union and other services to accredited press-radio representatives. Metropolitan dailies, wire syndicates and national magazine weeklies had representatives on hand throughout the Jamboree. The four radio networks each had a headquarters tent-studio from which many broadcasts originated. "The Voice of America" had a roving crew interviewing not only American Scouts but those from the 20 foreign countries who were in the International Section.

Arrangements for clearing radio broadcasts out of Philadelphia and Valley Forge were made by a Jamboree Radio Committee representing all networks and local independents. This fine group of broadcasters made possible a most effective radio schedule for several weeks before and during the Jamboree.

This Scout has learned that even at the Jamboree there must be K.P. duty.

The Philadelphia dailies and suburban weeklies, of course, gave a liberal play to the Jamboree as did all newspapers in Pennsylvania. The *Philadelphia Inquirer* has just released a special Jamboree souvenir booklet containing a series of day by day stories as written by their star reporter, John M. McCullough. A total of 70,000 were printed and will be distributed to the Scouts who attended the Jamboree. In addition to this, the Boy Scouts of America is issuing its own *Jamboree Picture Book* as a personal souvenir for each Jamboree Scout.

One of the far-reaching items incident to the Jamboree was the new Boy Scout Commemorative United States postage stamp released on opening day. A total of 125,000,000 were printed, one of the largest quantities of commemorative stamps ever issued. The "First Day" sales amounted to 1,914,117 stamps and 622,972 "First Day" covers were dispatched from Valley Forge to all parts of the world. Plans for this were developed with the Postmaster General's Office eight months prior to the Jamboree.

We had a most effective corps of volunteer workers assisting in the public relations program at the Jamboree. In addition to an adult PR man in each sectional camp—35 in all—we had 1,335 accredited Boy Scout correspondents who represented hometown newspapers and radio news services. These lads worked like beavers getting their stories out each day. There was no "censorship" as such but our professional staff gave such technical guidance as was requested.

**PR Committee "opened doors"**

Another vitally important factor in publicizing the Jamboree was the effective work done by members of the National Public Relations Committee of the Boy Scouts of America. Important representatives of PR media, these men "opened doors" on a national level and made it possible for us to tell the Jamboree story to more people everywhere.

The traveling of 47,000 Scouts and leaders to and from Valley Forge via special trains, buses, cars and ships was another important public relations factor. The effect of the "American way of life" upon the 389 Scouts from overseas is an experience they will never forget.

Swapping home town items was an ideal way of making friendships at the Valley Forge encampment attended by 47,000 Scouts.

Even though this great encampment is a matter of history, the public relations effects are still being felt. Thousands upon thousands of speeches are currently being delivered by Jamboree Scouts before Rotary, Kiwanis, Lions, and other service clubs, also to churches, schools, and other community gatherings. We cannot begin to meet the demands for Jamboree films for public showing across the country.

The final night was reserved for the challenge of the Chief Scout Executive, Dr. Arthur A. Schuck, to the assembled Scouts, urging them to stand up for the American way of life. The vast audience of boys rededicated themselves to the principles of the Scout Oath, sang "Auld Lang Syne" and the Jamboree was over. The average observer at the Jamboree immediately caught its spiritual and patriotic significance. Indeed, many men were moved emotionally by it.

From a broad public relations viewpoint, few events in the history of our nation have received such generous and sustained coverage through all channels of communication.

## Human personality and public relations

*(Continued from page 14)*

leg muscle requisite to lift a man across a bar six feet two inches above the ground is not a part of everyone's makeup, and no amount of determination and practice will compensate for its absence.

Dexterity, or high mind and muscle coordination, is to be closely associated with the factor of bodily vigor and to a lesser extent, perhaps, with those of physical appearance and intelligence.

Whether native or acquired, dexterities add strength to personality in two ways: (1) indirectly, by giving to the possessor self-assurance and a satisfaction with himself which filters through other impressions he creates, and (2) directly, the talents themselves are appreciated by other people to the degree that they are entertained and amused by them. Unless, however, these dexterities are kept within bounds, personal exhibitionism may result, and as we shall observe later, nothing tends to reduce total favorable impression more than those actions which tend to deflate the ego of our audiences. Dexterities can be both an asset and a liability. The individual has it within his power to direct them to his advantage.

In individuals there are great varieties of dexterities. No one has them all, and it is with some satisfaction that each of us may reflect that with anyone we meet, whether it be the President, a famous athlete, or the head of a giant corporation, we can probably do something better than he. It is well at the same time to realize the limitations which have been placed upon us in the doling out of these special skills. The world is full of people frustrated throughout life by aspiring to be that for which nature did not initially equip them. This is not intended as a deterrent to ambition; it is simply to say that after one has been tested for dexterities and aptitudes he should not fly in the face of incontrovertible facts.

*Emotion and temperament* – When one thinks of personality he is apt to associate with it such words as emotion, temperament, disposition, mood, humor. Emotion, for instance, is reflected in the habits of action of persons in observable situations. Thus if a person tends to withdraw from certain unpleasant situations he is given one kind of emotional label; if he bolts forward, he is given another. For a time it was popular to group people into two categories; introverts and extroverts. It became fixed in the popular mind that "introvert" (the retiring type) was a label to be avoided as if it were a stigma. Because this pigeonholing of extremes was untenable, a third term was introduced, *ambiverts,* a term signifying the inbetweeners. While these three terms are helpful in approaching a study of temperament, they are suggestive only and not definitive. No one can be a complete introvert or extrovert in all actions and all situations. Most of us represent gradations of tendencies toward introversion and extroversion.

Everyone has feelings and emotions. The chief difference is the way in which individuals control states of feeling, fear, anger, passion, disgust, grief, and joy in their effects upon themselves and upon others. Although heredity and environment both play a part in the individual's emotional makeup, a person learns through his environment to control the undesirable aspects of his emotions. Society has decreed that, regardless of what nature gave you in the way of temperament, manifestations of strong emotions are usually out of order. They may be acceptable in the novel or the drama, but the era of the hot-tempered, tempestuous individual has disappeared, and we are living in a time when our success in making a living depends very much on how we get along with people.

The recognition of the emotions as an integral part of our makeup deserves serious consideration by the student of public relations. If one becomes alert to his own emotional states, he learns to control and to modify them in reference to his actions; he learns also to recognize emotions in others and to make allowances for behavior conditioned by emotional stress. Both are means of reducing friction with others.

The biochemists and the endrocrinologists have undertaken the study of temperament, and it is reasonable to assume that their researches will throw new light upon it.

*Knowledge, environment, and habits* —The three terms, knowledge, environment, and habits, are closely related. One acquires knowledge by being exposed to a variety of experiences, actual or vicarious, through books, associations, and formal class room instructions. Knowledge is, however, conditioned by the environment in which the individual is operating. In relating knowledge to native intelligence it may be noted that the more intelligent a person is the more responsive he is to his environment. With such knowledge as we secure from environment, we develop habit-systems of thought and action. The reactions we have to situations involving other people may thus be largely attributed to the habit-patterns which we have developed.

At one extreme is the recluse, who, having deprived himself of human associations, becomes a misfit, since he lacks the flexibility to adjust himself to a rapidly changing environment. At the other extreme is the cosmopolitan world traveler who is at ease with any group because his habit-patterns are elastic.

Although many of the factors in our make-ups are so inextricably interwoven into our hereditary backgrounds that they are difficult to modify, habit systems lend themselves to modification or correction if they are the kind which reduces the effectiveness of our personality and our consequent personal relations. Knowledge of what actions please or displease others gives us the clue as to which traits need the soft pedal and which the loud.

*Character*—Character is one of the elements of personality; it is not personality itself. As Vaughn and Roth point out,[1] character may be considered as the moral or ethical aspect of personality, the evaluation of the responsibility of the individual to himself and to society. The two terms may further be distinguished by the statement that personality is what others think of you and character is what you really are.

One could conceivably have a noble character and yet make a very poor impression upon the people whom one meets. The converse does not, as a rule, hold true. One cannot have a detestable character and at the same time an effective personality. Sooner or later the majority of the people a person comes into contact with will discover this shortcoming and grade his personality accordingly. Character evolves from environment, the early setting of habits-patterns which are unlikely of change. Character brings us close to the guide posts of public relations practice, for it reiterates the axiom that public relations begins at home, with you.

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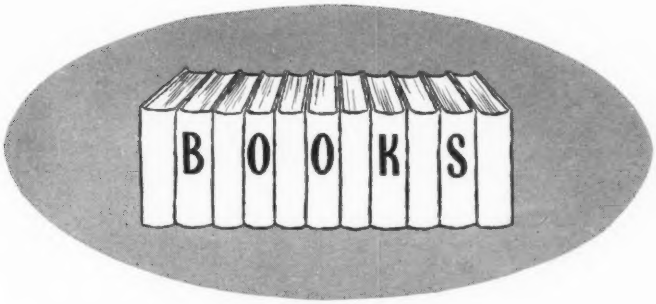
[1] Vaughn and Roth; Effective Personality Building, Mc-Graw-Hill, 1947.




## THE FILM BOOK

### For Education, Business & Industry

*Reviewed by Dan J. Forrestal, Assistant Director of Public Relations, Monsanto Chemical Company, St. Louis, Missouri.*

THE FILM BOOK for Education, Business & Industry, by William H. Wilson and Dr. Kenneth B. Haas, Prentice-Hall, Inc., 259 pp. $4.65.

In the August, 1949, issue of the PUBLIC RELATIONS JOURNAL, Miss Gloria Waldron reported "We do not know exactly how many 16-mm. sound projectors are in the country to accommodate the non-theatrical audience, and estimates go out of date almost as soon as they are put down on paper. But estimates in June, 1946, cluster around 120,000 (some go as high as 250,000) compared with 6500 in 1936 and 40,000 in 1946."

From 40,000 to 250,000 (taking the top figure because it's probably the more accurate figure for present-day use) in four years is a whale of a jump, and is perhaps as good as any other yardstick in measuring the progress being made in the field of motion pictures in education, business and industry.

Add to this the role which 16-mm. films are playing in television and you immediately acknowledge that, by golly, a lot of people are using a lot of film to bring a lot of messages to a lot of people.

Business firms and schools which have not adopted films for sales, public relations, orientation, training and general educational purposes are the exception rather than the rule—which means there is a large potential audience for the book which Messrs. Wilson and Haas have prepared.

It tells about the use of films in marketing organizations, in industry, in education, in medicine, in religion; it goes into techniques, costs and script preparation; it encompasses material on sound recording, projection techniques and equipment; and it takes a proper bow to the best and most successful methods of distribution. All this and television, too, is jam-packed into 259 pages, along with about 150 illustrations.

The book contains enough detail to keep people from trying to edit film with scissors and Scotch tape; but does not get mired in too many technicalities. It should do a service to schools and companies desiring to know more about the scope and cost and use of films; and it should, likewise, do a service to film producing companies, for it shows the many ingredients which go into the production of a film, ingredients which are sometimes overlooked when a sponsor wants a producing company to "make a little film for me and don't spend too much money; after all, all you'll need is a camera and a few lights."

There's a wide gap between a top-grade industrial film and the 8-mm. reel which the amateur Zanuck makes when he aims his lens at Junior walking through the flower bed. This book tells why.

## PRINTING TYPES AND HOW TO USE THEM

*Reviewed by K. C. Pratt, President K. C. Pratt, Incorporated*

PRINTING TYPES AND HOW TO USE THEM, by Stanley Hlasta; Carnegie Press (distribution agent: Rutgers University Press, New Brunswick, N. J.); 304 pp.—$7.50

For those who work with type faces, printers, publishers, editors, layout designers, public relations men and others, there is a book just off the press which should prove invaluable to them.

*Printing Types and How to Use Them* is authored by Stanley Hlasta, professor of Graphic Arts at Carnegie Institute of Technology. The publication sets forth complete information on one hundred and twenty-six commonly used type faces. A short history is given of the origin and development of each face; also included are detailed explanations of distinguishing characteristics and specimens of the faces themselves.

Uses to which each face may be put most effectively are also pointed out. For example, one is suggested for technical books, another for poetry or limited editions; others are suggested for advertising, and in these cases there is a list of the products which they are generally used to promote.

In addition, an introductory chapter deals with the casting and appearance of a piece of type, correct terminology of its various parts (e. g., shoulder, serif, face), and fundamental structures.

Professor Hlasta, in compiling this material, has filled a very real need in the field of graphic arts. *Printing Types* should prove of immense benefit, not only to the typography expert, but to the comparatively inexperienced person who is called upon to concern himself with type faces.

## KNOW YOUR ISMS

*Reviewed by Robert L. Bliss, Associate Editor, Public Relations Journal.*

KNOW YOUR ISMS, by Martin Dodge. Farrar, Straus & Co. 80 pp., cloth covered—$1.50 (December 6)

Here is a book that should be on every bookshelf in America. It should be read, re-read and used as a reference work. It should be given away in quantities.

Written in a succinct, easy to read style, it describes the political isms from Sir Thomas Moore's "Utopia" down to the present. The author chooses words well and sparingly. His format is easy to follow, with short sentences and wide margins.

The simple clarity of the text comes from the cool, objective approach to the discussion, presented without bias. Here is the central concept of each of the political isms, done in a few words, easy to get at.

And every man, woman and child who has the slightest acquaintance with the ideas it treats can read and understand it. It has dynamic force that springs from its Gettysburg simplicity.

The author is a partner in the New York public relations firm of Dodge & Mugridge, and has been a recognized leader in labor relations counselling for many years. PRSA member Dodge has assigned the royalties from his excellent book to American Viewpoint, Inc. We hope it finds its way into many Christmas stockings across America.

# NEWS
## IN
# VIEW

PRSA President J. Handly Wright (left) extends welcome to James A. Clark, Public Relations Director, McCarthy Interests, Houston, at St. Louis October 19. Occasion was the receipt of a petition from 21 PRSA members asking chapter grant for a south-Texas unit to be called the Houston Chapter. Members of the new group include representatives of public relations programs in the oil, railroad, banking and industrial fields, as well as public relations firm members.

Milton Fairman (left), Chairman of PRSA's Executive Committee, receives a petition signed by 10 Columbus, Ohio members from Nevin J. Rodes, Public Relations Director, Kelly & Lamb Advertising Agency, Columbus, at St. Louis, October 19. The Society's Board of Directors granted a charter to the organizing group in the Ohio capital, to be known as the Columbus Chapter.

*PRSA's 1,000th MEMBER*

James P. Reinhold, Assistant to the President in charge of Public Relations, Santa Fe Railway System, Chicago, has become the 1,000th member to be elected to the Public Relations Society of America, it has been announced by Maxwell E. Benson, Chairman of the Society's New Membership Committee. Mr. Reinhold was sponsored for membership by Harold M. Sims and Robert S. Henry. George C. Reitinger is PRSA's midwest representative, New Membership Committee.

# NEWS SECTION

DECEMBER 1, 1950

## Third Annual Meeting to establish some PRSA milestones

### Code of Ethics, Research Projects to be studied

In addition to the many features planned to interest public relations people generally at the 3rd annual conference sponsored by the Public Relations Society of America at the Waldorf-Astoria, New York, December 3-5, the annual business session for the members of the Society itself will bring together representatives of the group's growing ranks from all over America.

Early indications point to chapter delegations from each of the organization's 12 chapters, including Honolulu; and several representatives of public relations organizations abroad have cabled registrations. The Society has 1000 members, resident in 38 states and territories, and 11 foreign countries.

The annual business session, which is planned for Monday afternoon, December 4, will consider the revised draft of a proposed Code of Ethics for the practise of public relations, which was distributed to the membership early in 1950. The working draft has been revised and re-worked by the Committee on Standards of Professional Practise, of which Homer N. Calver, New York is national chairman, based on recommendations submitted by the membership. Pending adoption of a formal code, which has received committee study for more than two years, the present Board of Directors adopted a statement of principle at its April meeting.

Among other highlights to be reported to the membership will be studies of five research projects undertaken by the Education and Research Committee during 1950. Among these projects are: (1) a study of the public relations programs of 50 leading national food companies (2) a pilot test project in urban-rural relationships (3) preparation of a bibliography of public relations text material (4) a study of an index of social science material relating to public relations (5) a survey of the status of education and training for public relations work.

As this issue went to press arrangements were completed with a group of editors of *Fortune* Magazine, headed by Ralph D. Paine, Jr., Managing Editor, to present a panel discussion of the magazine's current series on communications methods of American business, chief among which has been the recent piece "Is Anybody Listening?". Four PRSA members will take part in the discussion which promises to be of interest to everyone working in public opinion persuasion areas.

Ralph D. Paine, Jr.
*Managing Editor,* FORTUNE

In addition to featured luncheon and dinner speakers, the conference sessions will devote special attention to the current "how-to" approach in today's public relations program requirements, with two sessions giving special emphasis to visual aids and survey techniques.

### PRSA CALENDAR

**December 3-5, 1950**—3rd Annual Conference; Waldorf-Astoria Hotel, New York, N. Y.

## British thank PRSA members for books

When correspondence between PRSA national headquarters developed information that good public relations texts were scarce in England, Robert L. Bliss, Executive Vice President of the Society called the attention of PRSA members to the situation, and asked them to send surplus books from their libraries to the English Institute of Public Relations.

Results were instantaneous, many PRSA authors sending sets of their own works for the London reference library.

The following acknowledgment has been received at the Society's New York Office:

"Robert L. Bliss, Esq.,
Executive Vice-President
Public Relations Society of America
Dear Mr. Bliss,

I want to thank you for the wonderful way in which our friends and colleagues —members of the Public Relations Society of America—rallied to your call on our behalf for books on public relations.

We have had a grand set of gift books sent us for our library and, on behalf of the Council and Members of the Institute, I am now expressing our deep appreciation of the generosity of the donors. Where they wrote to me and announced the shipment, I have replied and thanked them personally. I imagine, however, that there may be others who remained anonymous. To them, through you, I would say a sincere 'Thank you.'

We put the gifts on display at our Annual Conference last week and I shall be sending you a photograph which you may reproduce in the JOURNAL if you so wish as a grateful acknowledgment to you all.

With warm regards and many thanks,
Sincerely,
Norman H. Rogers"

Deputy Honorary Secretary
Institute of Public Relations
1 York Gate, Regent's Park
London N. W. 1, England

# Editor's Desk

In a forthright letter to stockholders, Crawford H. Greenewalt, President, E. I. du Pont de Nemours & Company explains why the company has undertaken renewed activity for the Atomic Energy Commission at the request of the government. He makes the point that while the government pays all costs and the company accepts the fee of $1 for its work, that all new patents growing out of du Pont's work become the property of the government, and that some of the ablest management and technical personnel will be detached from present duties for government work. He states that the company is proud to make such an important contribution to the national security.

★ ★ ★

At the request of the State Department, American Viscose Corporation made 3,000 copies of a booklet called "How Rayon is Made" available for distribution at the Industrial Trade Fair in Berlin in October. The booklet was part of the United States exhibit designed to "present a cross section of industry in the United States today, and at the same time, further the aims of the German Reorientation Program by illustrating the democratic way of life."

★ ★ ★

"The Problem Drinker in Industry" is the name of an 18-page illustrated brochure published by Allis-Chalmers Manufacturing Company's Industrial Relations Division and Public Relations Division. The program of the company's committee to study the problem of alcoholism is detailed with reports of counseling services, and a report of "Results to Date" is enclosed with the pamphlet.

In a similar vein, PRSA member Dwight Anderson has written an excellent case history, "The Other Side of The Bottle" which was published by A. A. Wyn, New York, September 28. Mr. Anderson is executive secretary of the Medical Society of the State of New York.

★ ★ ★

The United States Department of Justice, Office of the Assistant Attorney General, Washington 25, D. C., has available on request lists of all organizations "which have been declared by the Attorney General to come within the scope of Executive Order No. 9835 relating to the loyalty of government employees." This valuable reference material is a useful check on some of the "letterhead groups" that cross our desks.

★ ★ ★

Continuing a policy begun by company executives in 1939 of taking the General Mills story directly to the owners at two year intervals, the Minneapolis milling concern conducted 12 informal regional stockholders meetings October 13 to November 10, showing their new annual report film "Assignment—General Mills" at key points from San Francisco to Washington, D. C.

★ ★ ★

Raymond Rich Associates, New York, have noted in a recent issue of their publication, *American Foundation News Service*, that the new law (Public Law 814) requiring the Secretary of the Treasury to make public the names, addresses and assets of private foundations heralds a new era for foundations.

This will mean, according to the *News Service* report, that hundreds of foundations and trusts set up for charitable purposes which are listed as "nonreporting" can be examined as to (1) gross income for the year; (2) expenses attributable to such income; (3) disbursement out of current income for its educational, charitable, etc. purpose; (4) accumulation of income within the year; (5) prior accumulations of income; (6) disbursements out of principal; and (7) balance sheet. Reports of trusts claiming charitable and educational deductions will also be open to review.

## JAMES M. BOHART DIES
### Little Rock member former newsman

James McGill Bohart, 44, Little Rock, Arkansas public relations counsel, died October 17 in a Little Rock hospital after a week's illness. Born in 1906 in Bentonville, Arkansas, he was graduated from the University of Arkansas. He went to Little Rock in 1942 from Fayetteville where he had been editor of the Northwest Arkansas *Times*. He was well known in state press circles for his coverage of University of Arkansas athletic events.

## PRSA members ballot for 1951 Board of Directors

Ballots were mailed November 1 to all active members of the Public Relations Society of America, upon which votes will be cast for seventeen new members of the Board of Directors for the 1951 term. Selected by regions, and allocated as to one, two and three year terms, 17 new Board members will be chosen by the ballots of the entire membership in active status.

In addition to the 17 chosen by mail ballots which are returnable to the Secretary's office before November 24, twelve Directors have already been chosen for one year terms by each of PRSA's twelve chapters. These terms run for the calendar year 1951.

The following members of the present Board continue their term of service for 1951, or longer, as the year following their names indicate: William E. Austin, Dominion Brewers Association, Ottawa, Canada (1951); Frederick Bowes, Jr., Pitney-Bowes, Inc., Stamford, Conn. (1951); G. Stewart Brown, Standard Oil Company of California, San Francisco, California (1951); Charles C. Carr, Public Relations Consultant, St. Petersburg, Florida, (1952); W. Howard Chase, General Foods Corp., New York (1951); Pendleton Dudley, Dudley, Anderson & Yutzy, New York (1952); Rex F. Harlow, Public Relations Institute of the West, Palo Alto, California (1952); Gordon D. Hulme, Shawinigan Water & Power Company, Montreal, Canada (1952); Ed Lipscomb, National Cotton Council of America, Memphis, Tennessee (1951); Abbott Washburn, General Mills, Inc., Minneapolis, Minnesota (1951); J. Handly Wright, Monsanto Chemical Company, St. Louis, Missouri (1952).

The 1951 basic Board of Directors will total 40 members. Officers and Executive Committee for 1951 will be chosen at the annual meeting.

## Sills appointed director to succeed Lyles

Theodore R. Sills, President, Theodore R. Sills and Company, Chicago, has been appointed to the Board of Directors, Public Relations Society of America for the balance of the 1950 calendar year, to complete the unexpired term of the late Lee Lyles.

# Welcome to new members

The Executive Committee of the Public Relations Society of America is pleased to announce the following elections to Society membership.

## Active Membership

**Berk, Harry A.**—Public Relations Advisor, New York State Civil Defense Commission, New York, N. Y.

**Bloch, Moise B.**—Account Executive and Director of Public Relations, Walker Saussy Advertising, New Orleans, Louisiana

**Boron, Vivian**—Director of Public Relations, Tuberculosis Institute of Chicago and Cook County, Chicago, Illinois

**Brown, Roger** — President, Roger Brown, Inc., New York, N. Y.

**Bunting, Paul M.**—Director of Public Relations, St. Louis Southwestern (Cotton Belt) Railway Lines, St. Louis, Missouri

**Cameron, Stuart** — Assistant to Vice President-Public Relations, Chesapeake and Ohio Railway Company, Washington, D. C.

**Carter, Glenn E.**—Assistant Vice President, Bank of America, Los Angeles Headquarters, Los Angeles, California

**Chadwick, Frank Gordon**—Advertising Director, Mutual Telephone Company, Honolulu, Hawaii

**Collison, Thomas F.**—Manager, Public Relations Department, Chamber of Commerce of the United States, Washington, D. C.

**Davis, Paul H.**—Paul H. Davis Company, Los Angeles, California

**Dorman, R. M.**—Manager of Personnel and Public Relations, Bechtel Corporation, San Francisco, California

**Ducas, Dorothy**—Director of Public Relations, National Foundation for Infantile Paralysis, New York, N. Y.

**Duval, E. Charles**—Vice President, Theodore R. Sills & Company, Chicago, Illinois

**Edelman, Daniel J.**—Director of Public Relations, The Toni Company, Chicago, Ill.

**Fawcett, Vance**—President, Vance Fawcett Associates, Honolulu, Hawaii

**Frank, George C.**—Assistant to President, Erie Railroad Company, Cleveland, Ohio

**Hopkins, Charles H.** — Director of Public Relations, Olin Industries, Inc., East Alton, Illinois

**Horning, Lawrence William** — Vice President-Personnel and Public Relations, New York Central Railroad Co., N. Y., N. Y.

**Horrworth, Charles A.** — Executive Vice President, American Hotel Ass'n, New York, New York.

**Huse, Charles W.**—Director of Public Relations, United States Steel Corp. Subsidiaries (Western District), San Francisco, Cal.

**Johnson, Ralph Blake**—Vice President, Secretary and Director, The Hawaiian Electric Company, Ltd., Honolulu, Hawaii

**Margolin, Leo J.**—Ass't to Chairman, New York City Planning Commission, N. Y., N. Y.

**Martin, B. Joseph**—Executive Director, The Methodist College Foundation of North Carolina, Inc., Greensboro, North Carolina

**Mayer, Howard G.**—Howard G. Mayer & Associates, Chicago, Illinois

**Mayers, Joseph, Jr.**—Director of Public Relations, New Jersey State Chamber of Commerce, Newark, New Jersey

**Morgan, Duncan Jerome**—Director of Human Relations, ATF, Incorporated, Elizabeth B, New Jersey

**Mullin, Frank** — Assistant, Swift & Company, Chicago, Illinois

**North, Robert H.**—Executive Ass't and Director of Public Relations, National Ass'n of Ice Cream Manufacturers, Washington, D. C.

**Pettegrew, C. W.**—Manager, Industry Services and Public Relations, American Education Press, Columbus, Ohio

**Pope, Charles Thomas**—Personnel and Public Relations, C. F. Braun Company, Alhambra, California

**Rand, Frank Lindsay**—Partner, Burns W. Lee Associates, Los Angeles, California

**Requa, Harold P., Jr.**—Advertising-Public Relations Director, Westgate-Sun Harbor Company, San Diego, California

**Shields, George H., III**—Director of Public Relations, Laclede Gas Company, St. Louis, Missouri

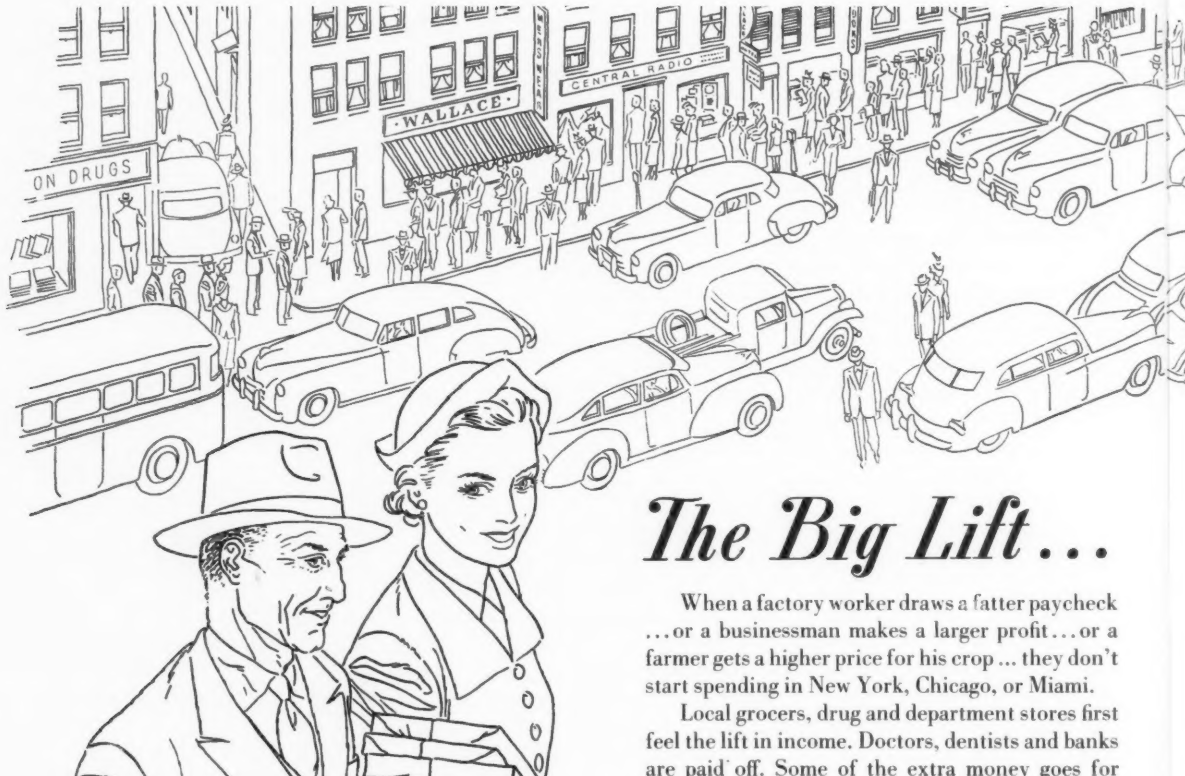
**Swinehart, Gerry**—President, Carl Byoir and Associates, Inc., New York, N. Y.

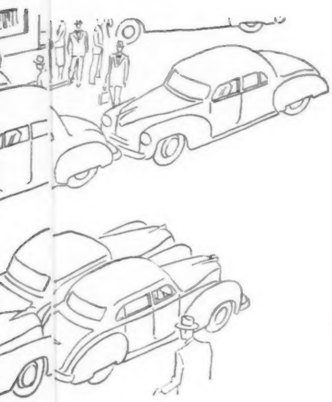
**Yoder, Theodore O.**—Director of Public Relations, Scarritt College for Christian Workers, Nashville, Tennessee

## Associate Members

**Antin, Anthony L.**—Editor, Carnegie Tech News Service, Carnegie Institute of Technology, Pittsburgh, Pennsylvania

**Nicholson, Patrick J., III**—Vice President, George Kirksey & Associates, Houston, Texas


ON DRUGS
WALLACE
CENTRAL RADIO



farm income finds its way to State Street or Fifth Avenue. *The big lift in business is on Main Street!*

Today towns of 25,000 population and under do 40% of the country's manufacturing, and 30%

of total U.S. business of $350 billion—around $100 billion, not small change in any market!

Decentralization of industry, branch plants, new factories and housing for workers, brings to small towns billions in new construction and in permanent payrolls.

Today the small town automobile dealership is big business. Ditto for farm machinery, major appliance, building materials.

In many states, small town business exceeds big city totals. Even in urbanized states such as California, New Jersey, Pennsylvania or Michigan, small towns do over 25% of the state total.

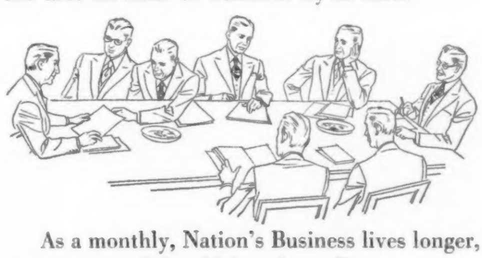
*No* MATTER what your business is, no small part of your prospects and potential is in small town business—and in Nation's Business readership!

Is Nation's Business primarily a medium of small town business? Not at all!

Nation's Business is bought and read by more business men than any other business magazine. Its circulation now exceeds 700,000 copies. Its readers pay $15 in advance for the three-year subscription. (With the highest renewal rate of any general business publication, incidentally!)

It goes to more men *in big business*, and in big cities, than any other business magazine—has more than adequate representation among the executives of virtually every big company you can name.

And in addition, has some 250,000 subscribers among small business men, in small towns—a premium market that makes Nation's Business the first medium to business by all odds!



As a monthly, Nation's Business lives longer, gets more careful and leisurely reading.

And the big unit makes the cost low—only $3,300 a page . . . little more than general media! If you aren't in Nation's Business, you're missing a big market—and a choice buy.

Why not learn more about this medium and its market? Call the nearest Nation's Business office.

# NATION'S BUSINESS

WASHINGTON, NEW YORK, CHICAGO, DETROIT, CLEVELAND, SAN FRANCISCO, LOS ANGELES, SEATTLE AND DALLAS

# Chapter news notes

**CHICAGO CHAPTER**

Dr. Rex F. Harlow, chairman of PRSA's Education and Research Committee, spoke at the October 23 meeting of the Chicago Chapter, discussing the Farm-City Relations Program in San Joaquin Valley, California. This pilot study in urban-rural relationships for which Dr. Harlow serves as honorary director is one of the projects of the Education and Research Committee's 1950 program for the Society. Upon the results of the test will depend how much further PRSA will move in sponsorship of a national pattern for a program of understanding between agricultural groups and their metropolitan publics.

The Chicago Chapter invited the Agricultural Council of the Chicago Association of Commerce to attend the luncheon meeting as guests.

**COLUMBUS CHAPTER**

The Columbus Chapter has announced election of E. M. Tharp as its representative on the PRSA Board of Directors for 1951. Mr. Tharp is a consultant in public relations, and is active in many civic enterprises in Columbus. He is vice chairman of the City Planning Commission, vice chairman of the Urban Redevelopment Commission, and vice president and director of the Columbus Chamber of Commerce. For 20 years he was vice president and general manager of the Ohio Fuel Gas Company.

E. M. Tharp

**HONOLULU CHAPTER**

Nelson Prather, Secretary-Treasurer, Honolulu Chapter, reports that the Hawaiian Chapter's plans to add 100% to its membership this year look now as if they will be exceeded.

**HOUSTON CHAPTER**

James A. Clark, Director of Public Relations, McCarthy Interests, Houston, Texas, has been appointed a member of PRSA's 1951 Board of Directors to represent the Houston Chapter. Louisiana-born, Mr. Clark attended schools and college (Lamar) in Beaumont, Texas. After an active newspaper life in Beaumont, Austin and Washington, D.C., he joined McCarthy Interests in 1939 and has been director of public relations of all six company operations of the organization for the past 11 years. He served as Lieutenant Colonel in Military Intelligence in World War II with assignments in Hawaii, the Philippines, the Okinawa campaign, Korea and Japan.

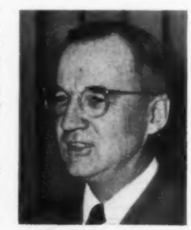
James A. Clark

**LOS ANGELES CHAPTER**

Ned Wiener, Public Relations Director, Los Angeles Chamber of Commerce, was elected vice president of the Los Angeles Chapter to succeed the late Al. Wainess, at the Chapter's October 17 meeting. Mr. Wiener has also been named committeeman for Southern California and Arizona on PRSA's New Membership Committee.

**NEW YORK CHAPTER**

Marion B. Folsom, Chairman, Committee for Economic Development (CED) and Treasurer, Eastman Kodak Company, spoke at the October 25th luncheon meeting of the New York Chapter. Mr. Folsom called for a calm appraisal of the country's economic situation, stating that the main economic problem today is how to keep our economy in balance while the heavy rearmament program tends to throw it out of balance. Said Folsom:



Marion B. Folsom

"Last June our military costs, including military help to other countries, were running at the rate of about $15 billion per year. It looks as though the present program will increase these costs to about $30 billion by June 1951 and to between $35 and $38 billion by December 1951. The big problem for the future is to determine at what level we can maintain these military expenditures without undermining the strength of our civilian economy. The immediate prob-

*(Continued on Page 30)*

## CHAPTER SECRETARIES

*Chapter secretaries are requested to place other PRSA chapters on distribution lists to receive mailings, meeting notices, etc. PRSA members traveling on business frequently like to visit other chapters if dates of meetings can be learned far enough in advance.*

**CHICAGO**
Hale Nelson, Vice President, Illinois Bell Telephone Company

**COLUMBUS**
Nevin J. Rodes, Public Relations Director, Kelly & Lamb

**DETROIT**
LeRoy E. Cowles, Director of Public Relations, Truck & Coach Division, General Motors Corp.

**HONOLULU**
Nelson Prather, Director of Public Relations, Hawaii Employers Council

**HOUSTON**
Malory McDonald, Director of Public Relations, Missouri Pacific Lines

**LOS ANGELES**
Paul K. Walp, Executive Secretary, Colorado River Board of California

**MINNESOTA**
Erle B. Savage, Jr., Public Relations Account Executive, Batten, Barton, Durstine & Osborn, Inc., Minneapolis

**NEW YORK**
Milton Enzer, Director of Public Relations, The Yale & Towne Manufacturing Company

**NORTH TEXAS**
Paul Cain, District Representative, Oil Industry Information Committee, Dallas

**ST. LOUIS**
Lemoine Skinner, Jr., Lemoine Skinner, Jr., Public Relations

**SAN FRANCISCO**
Robert D. Ross, Pacific Telephone and Telegraph Company

**WASHINGTON, D. C.**
Maurice O. Ryan, Manager, American Hotel Association


# The Shamrock

*"America's Magnificent Hotel"*

**HOUSTON**

## *Your Host . . .* When Houston Bids You Welcome

There's a welcome wide as Texas awaiting your visit to amazing Houston, where The Shamrock—America's Magnificent Hotel—is your host.

Room accommodations are extra spacious . . . famed Shamrock cuisine is superb, service is faultless . . . there's always big name entertainment in the glamorous Emerald Room.

The Shamrock also affords unexcelled facilities for conventions and trade shows . . . the Hall of Exhibits is expertly designed to accommodate large public expositions or displays for limited audiences, and is completely air-conditioned.

Proudly, The Shamrock is your Host, when Houston bids you Welcome.

GLENN McCARTHY, *President* M. JACK FERRELL, *Executive Manager*

## POSTINGS

The By-Laws of the Society require that applications for membership be posted at least 30 days before they are submitted to the Board of Directors or to the Executive Committee for approval. Members desiring to comment on the following applicants should write the Eligibility Committee, Public Relations Society of America, Inc., 525 Lexington Avenue, New York 17, N. Y.

### Active Membership

**John H. Barker**, Public Relations Director, Toledo Edison Company, Edison Building, Madison Avenue, Toledo 4. Ohio. Sponsors: Paul W. Kieser and Edward C. Ames.

**Edward T. Burroughs**, Assistant Vice President, Michigan Bell Telephone Company, 1365 Cass Avenue, Detroit 26, Michigan. Sponsors: Edwin J. Smith and William G. Haworth.

**Hal Burnett**, Partner, Burnett & Logan, 450 East Ohio Street, Chicago 11, Illinois. Sponsors: Albert W. Bates and Edward K. Moss.

**Chester W. Cleveland**, Director of Public Relations, Phillips Petroleum Company, Bartlesville, Oklahoma. Sponsors: Thomas W. Parry and John L. Mortimer.

**Ted Cox**, Vice President, William R. Harshe Associates, Inc., 8 South Dearborn Street, Chicago 3, Illinois. Sponsors: Morris B. Rotman and Lloyd H. Geil.

**Harry W. Culbreth**, Vice President-Public Relations, Farm Bureau Mutual Automobile Insurance Company, 246 North High Street, Columbus 16, Ohio. Sponsors: Nevin J. Rodes and Edwin M. Tharp.

**Claude A. Jagger**, Senior Partner, Hawaiian Economic Service, 1015 Bishop Street, Honolulu 13, Hawaii. Sponsors: Roy J. Leffingwell and Nelson A. Prather.

**John Kavanaugh**, Public Relations Secretary, American Friends Service Committee, 20 South 12th Street, Philadelphia 7, Pennsylvania. Sponsors: Maxwell E. Benson and Ed Lipscomb.

**Leon L. Klaus**, Manager, Armstrong News Bureau, Armstrong Cork Company, Lancaster, Pennsylvania. Sponsors: A. Hugh Forster and Maxwell E. Benson.

**E. Leo Koester**, Director, Civic & Publicity Department, Cincinnati Chamber of Com-

*(Continued on Page 30)*

### MEMBERSHIP APPLICATIONS SHOULD BE COMPLETE

The PRSA Eligibility Committee has requested all members who sponsor new applicants for Society membership to assure that the form is completely filled out before it is signed and forwarded by the sponsor.

The Committee is particularly interested in having as much information as possible furnished on Page 3 of the form, where space is given for reporting information on background and experience of the candidate in public relations duties.

If applicant lives in a city where there is a Society chapter, his papers must be processed through the chapter by sponsors and receive chapter approval, before being forwarded to national headquarters.

Be sure application forms are signed by applicant and both sponsors, and dated. It is surprising how much time is lost due to returning forms to sponsors for the purpose of affixing signatures.

# PEOPLE

**(•) indicates PRSA members**

**Claire Warner Churchill** • public relations director of Northwest Hospital Service, Portland, Oregon, has been appointed by Governor Douglas McKay as one of five members of the Oregon State Civil Defense Council.

**Crawford Wheeler** • Officer in charge of Public Relations, Chase National Bank, New York, has been advanced from 2nd vice president to 1st vice president.

**Julie Medlock** • is handling the public relations of the newly organized Italian-American Marketing Council, an outgrowth of E.C.A. experience. Public Interest, Inc. is the name of her New York firm.

**Henry Davis Nadig** • New York public relations counsel, who is PR Editor, *The American City Magazine* and executive director of the Association of Municipal Public Relations Officers, addressed the 52nd annual meeting of the Michigan Municipal League in Detroit, October 5, speaking on "Municipal Public Relations." October 9 he spoke before the International Conference on Assessment Administration at Atlantic City on "Public Relations of Assessing Officers."

**Mrs. John H. Murphy (Greta W.)** • Director of Public Relations, Milwaukee School of Engineering, was recently elected president of the Women's Advertising Club of Milwaukee, Inc.

**Joseph L. Barrett** • President of PRSA's New York City Chapter, is the featured personality of the convention field in *Convention and Trade Shows'* September issue. As director of business organization relations for the Committee for Economic Development, and director of trade association relations for the Advertising Council, Inc., Barrett is estimated to have attended 500 conventions in line of duty.

**Mrs. Francis T. Boyd** • has been appointed director of public relations in charge of the Second Century Program of The Gunnery, boys' school at Washington, Connecticut. Mrs. Boyd, who served as executive director of the school's centennial celebration September 8-10, 1950, was director of public relations of Memorial Cancer Center, New York City for four and a half years.

**G. Edward Pendray** • partner of the firm of Pendray & Company, is presiding at a special symposium on social physics December 27 at the annual meeting (at Cleveland, Ohio) of the American Association for the Advancement of Science, of which Mr. Pendray is a Fellow. Social physics is a newly developing science, which undertakes to study social phenomena with the aid of methods and concepts of the physical sciences.

**Jack Galub** • New York public relations counsel, has been announced as the recipient of the prize award for the best slogan to be used in connection with the May 31, 1951 observance of Mother's Day. Galub's prize-winner: "Remember Mother – She Never Forgets You!"

## Postings

*(Continued from Page 28)*

merce, 1203 Federal Reserve Bank Building, Cincinnati 2, Ohio. Sponsors: William G. Werner and Edward P. Vonderhaar.

**Eugene H. Kone,** Associate Director, Yale University News Bureau, 2061 Yale Station, New Haven, Connecticut. Sponsors: Richard C. Lee and Kalman B. Druck.

**William F. McCrea,** Public Relations Director, The Amalgamated Sugar Company, First Security Bank Building, Ogden, Utah. Sponsors: Robert D. Ross and Nelson W. Aldrich.

**Norman R. McLaughlin,** Manager, Agricultural Labor Bureau of the San Joaquin Valley, Inc., 2044 Mariposa Street, Fresno, California. Sponsors: Burns W. Lee and Ed Lipscomb.

**James P. Reinhold,** Assistant to the President, Atchison, Topeka & Santa Fe Railway Company, 80 East Jackson Boulevard, Chicago 4, Illinois. Sponsors: Harold M. Sims and Robert S. Henry.

**Carl Reinke,** Manager, Public Relations Department, Canadian Industries Limited, Box 10, Montreal, Canada. Sponsors: Glen Perry and Harold Brayman.

**William A. Simonds,** Account Representative, N. W. Ayer & Son, 228 Dillingham Building, Honolulu 16, Oahu, Hawaii. Sponsors: John S. Coonley and Roy J. Leffingwell.

**W. L. Vennell,** Public Relations Director, Houston Transit Company, 802 Texas Avenue, Houston 2, Texas. Sponsors: James A. Clark and George Kirksey.

**Sydney G. Walton,** Vice President, Matson Navigation Company, 215 Market Street, San Francisco 5, California. Sponsors: Robert D. Ross and Frank E. Marsh.

**Clem Whitaker, Jr.,** Associate Manager, Campaigns, Inc., de Young Building, 690 Market Street, San Francisco 4, California. Sponsors: Clem Whitaker and Leone Baxter.

### Associate Membership

**Charles A. Britton, Jr.,** Director, Personnel and Public Relations, The Methodist Publishing House, 810 Broadway, Nashville 2, Tennessee. Sponsors: Maxwell E. Benson and Ralph Stoody.

**James W. Carey,** Assistant Director, Public Relations Department, Hawaiian Sugar Planters' Association, P. O. Box 2450, Honolulu 4, Hawaii. Sponsors: Roy J. Leffingwell and John S. Coonley.

**John S. Connolley,** Director, Canada Information Agency, 18 Rideau Street, Ottawa, Ontario, Canada. Sponsors: W. E. Austin and Maxwell E. Benson.

**Salvador Tió,** Public Relations Director, Economic Development Administration, Fortaleza Street #302, San Juan, Puerto Rico. Sponsors: Hamilton M. Wright, Jr., and Samuel D. Fuson.



**NEW PRSA MEMBERS ELECTED SINCE JANUARY, 1950**

| | |
|---|---|
| CHICAGO CHAPTER | 27 |
| COLUMBUS | 2 |
| DETROIT | 5 |
| HONOLULU | 4 |
| HOUSTON | 13 |
| LOS ANGELES | 17 |
| MINNESOTA | 18 |
| NEW YORK | 55 |
| NORTH TEXAS | 12 |
| ST. LOUIS | 11 |
| SAN FRANCISCO | 12 |
| WASHINGTON, D. C. | 9 |
| MEMBERS AT LARGE | 99 |
| **Total** | **284** |
| *(Grand total* | *983)* |

## Chapter news notes

*(Continued from Page 20)*

lem, however, is how to handle this step-up from $15 billion to $35 billion a year during the next year—without inflation."

**SAN FRANCISCO BAY AREA CHAPTER**

At the November 1 evening meeting of the San Francisco Chapter, Almon E. Roth, President, San Francisco Employers' Council, spoke on "Employee Relations and the Defense Program."

Nationally known as an authority on labor and employer-employee relationships, Mr. Roth gave his analysis of some of the problems of human relations in a defense economy, and suggested techniques for good public relations procedures to cope with new frictions which developed under pressure of increased production tensions.

*San Francisco Bay Area News Briefs,* the Chapter's bulletin, reports planning for the 1951 Regional PR Conference, planned as a repeat performance of the February, 1950 success.

## Journal reader survey

The survey of reader habits, prepared by Joseph L. Barrett, Chairman of the Journal's Advertising Committee, has developed some interesting preliminary information regarding the magazine's readers.

Besides the members of the Society, the Journal is read by management people, educators, government officials, librarians, students and military establishment personnel, to name several categories. The largest number of readers is public relations personnel, however.

The survey, which was analyzed and tabulated by the Research Company of America, New York, brought out these facts about the average reader:

He is a man (95%) 43.1 years old, married (94.7%) with an average number of 1.8 children. He owns $21,497.70 worth of real estate, drives 1.2 cars, carries $33,938.40 worth of insurance.

His annual income is $13,858.33. He lives in a hotel 42.3 days a year. He travels 11,910 miles a year by automobile, 8,959 miles by plane, 6,536 miles by rail.

His company places $590,152.20 worth of advertising.

Further studies of the reader audience of the Journal will be made to amass data that will attract advertising support for the newly expanded publication program, Mr. Barrett said.

# How we talk to TEACHERS AND TEEN-AGERS

*For years now, we've been running story-advertisements in youth and teacher magazines. Each traces an automotive development and weaves in helpful information with our own story.*

*Reprints and related booklets are offered to teachers—and requests run into thousands every week.*

*It's an important public relations job at General Motors. And we expect results to keep growing with the youngsters.*

**NOTE TO TEACHERS:** Reprints of this advertisement, which appears in the current issues of American Farm Youth, Scholastic Magazines, Boys' Life and Open Road for Boys, are available upon request. Also, in limited quantities, the interesting booklet, "Story of General Motors," may be obtained free by writing General Motors, Department of Public Relations, Room 11-170N, Detroit 2, Michigan.

•

Hear HENRY J. TAYLOR on the air every Monday evening over the ABC Network, coast to coast

## The "Carriage Trade" that became Everybody

*You're waiting on Main Street in a small town on a bright June day in 1890.*

*Suddenly you see a small cloud of dust—and there it is. There's that spanking new carriage and pair you've heard about.*

*A spirited team with sharp hooves clopping the road. Everything gleams—varnished carriage, rich leather, shiny brass, erect coachman, and the smart folks on the rear seat.*

*Yes sir, there's "carriage trade" if you ever saw it.*

* * *

Carriage trade? That's what they called folks with handsome rigs in the days when your grandfather was a boy. But what happened to the folks called "carriage trade"?

These folks were the ones who bought the early automobiles. For the first "horseless carriages" were too costly for any but carriage trade. Then—along came an idea.

It was an idea in the minds of many men, and it went something like this: If they kept bettering this new-fangled horseless carriage—if they kept making it cheaper, stronger, faster, safer, and more comfortable—they would have a product that *everybody* could use.

Men at General Motors, for example, learned how automobiles could be turned out in quantity more than 40 years ago. They helped make mass production possible with interchangeable parts—and mass production means lots of things at lower cost.

Later, GM men came up with the self-starter that enabled women to enjoy driving, and with mass production of closed bodies for year-round motoring. Thousands of small and big improvements followed—among them Knee-Action springing, all-steel bodies, sound styling, automatic drives, high-compression engines.

Year after year, cars became better and better. More and more people wanted them and could afford them.

Today, the man with the least expensive automobile rides better than the smart folks of carriage trade days. In fact, everybody with a car *is* carriage trade.

And out of this never-ending work to build cars with more value came two broad benefits. One—the automobile has become a vital part of America. Two—the knowledge gained in this work has helped make many other things that America has needed in war or peace or any time.

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# THE HOPPER

### College public relations

In the October issue of the PUBLIC RELATIONS JOURNAL, Lincoln Smith in his article "Where Should Colleges Offer Public Relations Courses?" cited the Wharton School of Finance and Commerce of the University of Pennsylvania as offering no formal course in public relations in its curriculum.

However, while this is technically true, Wharton School students may sign up for the public relations course given by the journalism division of the English Department. Over half the students currently taking the course are in the Wharton School and much of its emphasis is on private business and its relations with the general public.

BURTON GREENWALD

*Box 55*
*University of Pennsylvania*
*Philadelphia, Pennsylvania*

### Measuring the effectiveness of PR

I enjoyed reading your editorial "Check the Results," in the October issue of the PUBLIC RELATIONS JOURNAL.

To your question in the last paragraph I should like to answer a hearty "yes"! Last Thursday I served on a panel discussing "An Evaluation of Public Relations Programs in Libraries—in Terms of Their Success and Failures" before the Library Public Relations Council. It seemed to me to become unhappily apparent, as the discussion progressed, that "checking the results" represented perhaps the weakest phase of our activity. Surely such a study of "measuring the effectiveness of public relations" as you suggest would have most profitable results of practical value.

ANNA L. GLANTZ

*Chief, Public Relations Office*
*The New York Public Library*
*New York, New York*

The new JOURNAL was excellent and you and the others are to be commended on increasing its effectiveness and appearance.

DON SHORT

*Public Relations Counsel*
*Minneapolis, Minnesota*

The new PUBLIC RELATIONS JOURNAL is a major step forward. In appearance and content it is fresh and interesting.

The October issue is by far the most interesting and readable publication in the history of our organization.

ROY J. LEFFINGWELL

*Director, Public Relations*
*Hawaiian Sugar Planters' Association*

### PR development turning point

I wanted to add my voice to those of others who have probably been complimenting the PUBLIC RELATIONS JOURNAL on the two articles by Edward K. Moss entitled "Is Public Relations a Profession?". The clarity and soundness of Mr. Moss' approach will clear the air of a lot of confused thinking. In my opinion, it will mark a turning point in the development of public relations.

In the October issue of the JOURNAL, Case History No. 1, on page 4, seems to me to provide an obbligato to the theme of Mr. Moss' argument. This case, as outlined in the summary at least, hardly seems to call for jubilation. However, perhaps one should not judge without a fuller understanding of the circumstances.

We all know that it is in the best interests of public relations to have an increasingly keen regard for genuine public interest. This is implicit, of course, in the philosophy of public relations. It may be that at this time it is not possible to establish the standards necessary for professional status, but the important things are the standards rather than the status. Without rapid growth toward these standards, public relations will some day wake up to discover that it has become a discredited activity overnight.

HERBERT RICHARDSON

*Deputy Secretary*
*Bank of Canada*
*Ottawa, Ontario*

### Index of Advertisers






STATEMENT OF THE OWNERSHIP, MANAGEMENT, AND CIRCULATION REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912, AS AMENDED BY THE ACTS OF MARCH 3, 1933, AND JULY 2, 1946 (Title 39, United States Code, Section 233) of Public Relations Journal of the Public Relations Society of America, Inc., published monthly except August and semimonthly in December at New York, N. Y., for October 1, 1950.

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Robert L. Bliss,
Business Manager.

Sworn to and subscribed before me this eleventh day of September, 1950.

R. Eveleen Woodward,
Notary Public, New York County.
(My commission expires March 30, 1952.)

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